

2009

The Co-Op: Business Plan



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In Collaboration with Associated Students
for Sustainable Foods
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I. Executive Summary

The community of Bellingham and Western Washington University has demonstrated a commitment to sustainability. Great demand has emerged for alternatives to conventional food systems. We are creating a cooperatively run food service, The Western Cooperative, which caters to this market. It will be a student-operated business, which will strive to embody the highest level of sustainability.



The Western Co-op will be a non-profit corporation made up of the Western community. There is considerable demand for a student-run cooperative café on campus serving sustainable and affordable food. In meeting this demand, we are committed to full collaboration with the University, ensuring that our collective interests and objectives are met.

The Co-op is exploring various locations. Beyond food service, the Co-op will create a unique atmosphere and serve as a hub for clubs, groups, and individuals to connect. The Co-op will promote social, environmental, and political education and awareness in accordance with its vision. It will provide a space where students can display or share their work by showcasing art, music, poetry, and other creative mediums.

The Co-op is committed to strengthening the Western community. We envision that it will become a gathering space on campus where students will share a sense of belonging. By supporting local farms and businesses we will create connections with the greater Bellingham community and more fully integrate Western into Whatcom County.

Staff will consist of paid employees, including managerial positions, student-servers/chefs, work-study educators, volunteers, and interns. Each will be selected based on their interest in the Co-op's values, creating dedicated employees offering superior customer service. Because of the expected high turnover rate of student employees, mechanisms will be included in the Co-op's bylaws and practices to ensure continuity. In addition, staff members will be hired on a rotating basis and each will receive extensive training. Three student managers will oversee daily operations, working directly with a professional advisory board. All policy and operations decisions will ultimately be subject to approval by the Board of Directors, which will consist of five students elected annually who will consult with faculty and members of local organizations and businesses to make knowledgeable, informed decisions. The Co-op seeks to appeal to a wide base of interest. Advertising will be conducted through many venues including extensive signage, promotional events, campus tabling, and word of mouth.

II. Vision and Mission

This section will go over the vision and mission that The Co-op is founded on, as well as go over the commitments and values that will be held by the organization.

Vision of the Company

The Co-op was founded through the vision of the Students for Sustainable food to create an alternative dining service on campus as well as continually evolve as an influential model of social and environmental sustainability on campus, while continuing to expand the educational opportunities here on campus.

Mission

The primary mission of The Co-op is to create a student-run cooperative on the Western Washington University Campus that strives to embody the highest level of sustainability while serving as an educational model for the Western community. The Co-op will encourage leadership by providing passionate and dedicated students an opportunity to run a business, incorporating internships from a range of departments and promoting member involvement in all decision-making. The Co-op will have a positive impact on the food system by creating healthy relationships with local producers, guaranteeing that workers at every level are treated fairly, ensuring that our food has a beneficial impact on the environment, minimizing packaging and waste, and returning all compostable waste to the food cycle. By providing fresh, nutritious food, the Co-op will be a healthy dining option for those eating on campus.

Commitments and Values

Sustainability. Sustainability is the buzzword of the year, used by many different individuals, corporations, and organizations, and carrying just as many different definitions. Our definition of sustainable practice is one that can be continued indefinitely without degrading the systems and resources upon which it relies. We want to establish a business that comes as close to this definition of sustainability as possible, incorporating sustainability into every aspect of our business; the food that we sell, the services we provide, and our business practices. The definition of sustainability is constantly evolving as we become more aware of the impact of our actions. The word has quickly expanded beyond the environment to include social and political nature as well. Our commitment to sustainability is a commitment not just to the idea as it exists today, but what it will be tomorrow, and ten years from now. As the definition of sustainability evolves, so will our business, always attempting to embody the highest level of sustainability.

Education. The Co-op will be an educational opportunity and resource for the Western community. We will educate people on the health, social, economic, and ecological aspects of eating and running a business. We will be working with classes on campus to offer an interdisciplinary educational opportunity. As The Co-op continues to grow classes, clubs, and individuals will be able to use it as a space to educate the Western community.

Community. We envision a business that is fully invested in Western Washington's community. We want to establish a relationship creating a win-win situation for both the community and for our business. Meaning what is good for business is also good for our community, and what is good for our community is good for business. This requires a close and personal relationship between our business and customers. We will foster this relationship by giving members a sense of ownership, responsibility, and investment in our business by emphasizing shared values and shared efforts. Our commitment to community expands beyond Western Washington University. We want our business to benefit local suppliers. We hope to establish connections that support the local economy in Bellingham. In doing so we will create relationships that transcend business to the greater community of which our campus is a small part. There are also many qualified organizations and individuals in Bellingham that could be valuable resources to our business.

Innovation. We aim to be innovative in regards to sustainability and to allow new ideas formulated on campus to be put into action at the co-op. We believe that there are alternatives to the conventional economic, social, political, and corporate systems. We will strive to challenge the current norms, and bring in new ideas straight from the minds of the future. We envision a co-op that explores these alternatives and seeks to build new norms. These commitments will be reaffirmed everyday of operation.

Activism and Change. Activism is a means of achieving a specified goal. The co-op is a form of activism, as it puts our ideas into action. We want to encourage students to put their own ideas into action, creating the change they want to see. We will provide a central space in which students, as individuals and as groups can meet, share ideas, and collaborate. We recognize that an important aspect of activism is education. We will further support students by providing a space in which they can host educational events that align with our values. We believe our actions and business practices are our strongest educational tool. We will walk the walk, so to speak. All decisions will be transparent. Members will have the ability to partake in the decision-making and learn how to run a sustainable business right alongside us.

Waste. A sustainable society is a waste-free society. Because of this we aim to create as little waste as possible. We will limit waste in our purchasing and try to sell waste free items to the customer. To do this we will use all reusable or compostable serving containers (a.k.a. dishes) and have compost bins available for students instead of trash bins.

Diversity. The co-op will strive to encourage students from all backgrounds to enjoy the food and comfort that the co-op will offer. While education on sustainability will be available for students to delve into, participation in the co-op does not require any particular political or social orientation. Clubs and organizations will be encouraged to use the co-op as a meeting place and venue for activities.

Student expression. Students will have the opportunity to display their art through all mediums at the co-op. We hope to display visual art as well as host performance art. We believe that Free Speech is a fundamental part of a democratic society, and as such we will create an open venue for students to express themselves so long as to not unfairly discriminate directly or indirectly against anyone on one or more grounds.

Growth. Long-term growth is something we are taking into consideration. While we envision expansion into a full-grown co-op done in a fully sustainable manner.

Profits. The goal of the co-op is to be a representative sustainable business. Profits will be sought only to keep the business financially sustainable. Distribution of profits:

- Increasing Co-op's sustainability
- Lower food prices to the Customer
- Support sustainability-related education projects and activism on campus
- Increase worker benefits
- Support sustainable causes in our greater Bellingham Community

Buying Principles. The Co-op will make every effort to offer food products that are organic, locally produced, and seasonal. Products will be socially and environmentally sustainable, and as close to their natural state as possible. When buying products the Co-op will consider foods that are organic, chemical free, farmer-direct, fair-trade, irradiation free, minimally packed and bulk, as local as possible, available, etc. We press on purchasing meats from local farmers/butchers that raise their animals eco-consciously (grass-fed/finished, wild caught vs. farmed, free-range, etc.), do not use artificial steroids, antibiotics, and hormones, and have humane slaughtering practices.

III. Business and Industry Profile

This section will provide a profile of the business and the industry in which it operates. It will include: (1) industry background, (2) the timeline for growth, and (3) the goals and objectives that The Co-op will strive to meet.

Industry Background¹

A food cooperative is a business that is usually owned by its members. Cooperative started in the 1840s but started to lose popularity until 1970s when they made a dramatic comeback. The National Cooperative Grocers Association (NCGA) is a cooperative federation in the US and is composed of 108 food cooperatives.

In addition, cooperatives follow the 7 Cooperative Principles. These principles are international and include:

1. Open, voluntary membership
2. Democratic member control
3. Member economic participation
4. Autonomy and independence
5. Education, training, and information
6. Cooperation among cooperatives
7. Concern for community.

Timeline

July 2009

- Apply for grants
- Apply for space on Vendors row for Spring 2010
- Finalize business plan and operations

September 2009

- Confirm financial backing and location

October 2009

- Submit health department and insurance applications

November/December 2010

- Form a contract with local farmers for food products

January 2010

- Begin advertising around campus
- Buy cooking ware, large kitchen equipment, utensils

March 2010

- Order food items, dining ware
- Set work schedules

April 2010

- Opening Day!

Goals

- Create a business that provides the WWU campus and the greater community with sustainably produced goods and incorporates sustainable business practices;
- Embody the highest level of sustainability by constantly working to increase the sustainability of the Co-op's operations, taking both a leadership and experimental role in sustainability practices on campus from which the rest of the campus community and larger community can learn;
- Provide alternative goods and services on a non-profit basis;
- Promote environmental, social, and political education and provide a space to host related events that align with our values;
- Involve additional departments and the Western and Bellingham community in an opportunity that is educational and beneficial to all.
- Strengthen ties within our community by creating a community space to meet, share, educate, and organize;
- Promote student expression and provide a venue where students can express themselves;
- Give members the unique hands-on learning opportunity to run their own business

Objectives

- Provide healthy food at a reasonable cost to our members;
- Offer food products that are locally, seasonally, and organically produced;
- Offer products that are socially and environmentally sustainable;
- Serve unprocessed or site processed foods;
- Provide a connection between Co-op customers and producers, including education on where, how, and by whom Co-op products are grown;
- Provide space where students can share their opinions in a safe and welcoming environment;
- Create a student voice, presence, and feeling of ownership in The Co-op, while involving students in the creation of a sustainable community;
- Serve as a hub for activism and sustainability. The Co-op will strive to bring cohesion to our campus by emphasizing shared values and efforts and providing a space to build community.

¹http://en.wikipedia.org/wiki/Food_cooperative

IV. Business Strategy

This section covers three important factors about how The Co-op will be run: (1) the summary of what the company strives to be, (2) the SWOT analysis that offers a look at the current economic environment, and (3) the competitive strategy that will be implemented.

Company Summary

The Co-op will be a student run cooperative co-op located on Western Washington University's campus. The Co-op will provide an alternative to students seeking a healthy and sustainable food option on campus. The Co-op will also act as a hub of activism and education to build community on campus. This will be reached through services that The Co-op will offer such as education, opportunities for applied learning for the student body through internships, jobs and volunteer opportunities. As well as providing a social space that other groups can host events that align with our lives. The Co-op will also act as a venue for local artists and students can showcase their creative endeavors.

SWOT Analysis

Figure 1. shows the internal and external factors affecting the market opportunities facing The Student Run Coop.

Figure 1. SWOT Analysis for The Student Run Coop

Internal Factor	Strengths	Weaknesses
Management	Dedicated and entrepreneurial partnership team	Small size can restrict options
Offerings	Unique, good quality, reasonably priced products	Many low quality, low price competitors
Marketing	Variety of advertising strategies	Little to no local awareness with startup company
Personnel	Small and dedicated workforce	Big gap if employee leaves
R&D	Continued improvement of quality and variety of products	Limited funds may restrict improvement capacity
External Factor	Opportunities	Threats
Consumer/social	Market is likely to be stable; buy donating leftover goods to charities company will also show social awareness	Consumers may be strongly loyal to an existing eatery
Competitive	Unique food choices from a specific geographic region distinct from competitors	New and existing companies may have the same idea
Technological	Internet will allow for more efficient business operations	Competitors have the same
Economic	Target market remains stable	Current economic recession may limit growth

Competitive Edge

The Co-op will be the only community owned and student-operated source of food on campus. It will meet the burgeoning demand for sustainable and affordable alternatives to the current options. It will be a creation by and representation of the existing student body, drawing directly on the creativity of the current students. It will fluently adapt to the continuously changing campus community. By hosting regular events by and for the Western community, the Co-op will develop into a hub of social networking. The sense of ownership created by the co-operative structure will bring in students willing and eager to contribute to this business, setting it apart from often impersonal current dining environments.

V. Company Products and Services

This section is give an in-depth look at two aspects of what The Co-op has to offer. This will include: (1) product and service features, and (2) benefits to the customers.

Products and Service Descriptions

Education. This will be reached trough services that The Co-op will offer such as education classes, and opportunities for applied learning for the student body through internships, jobs and volunteer opportunities. The Co-op will provide educational classes for the university community; these will be in the form of speeches, films, newsletters, etc. By hosting and providing educational services to the university community, The Co-op will be able to further expand their customer base, not only will this provide students with alternative learning opportunities, but it will also provide an outreach to the wider community increasing The Co-op's resources and marketing.

Food/Beverage. The Co-op will offer healthy food at a reasonable cost to its members. By incorporating internships, education, and volunteers into the Co-op we will be able to save on operating expenses. The Co-op is committed to buying in bulk when practical; this will help to cut costs associated with packing and shipping. An efficient ordering system is being created, enabling The Co-op to closely monitor the volume and items that are sold. The Co-op will follow their buying principals to assure that they align with all stated values and objectives, placing a strong focus on continual evaluation of products. They will also keep up-to-date with new products and issues regarding sustainability to ensure that they are offering their customers the best and most affordable products available.

Menu. Given the small location of the Student Run Coop, the menu will consist of lunch, snack, and beverage items that will be easy to grab in between classes. The ingredients in all of the items offered at the coop will be organic. In addition, they will also incorporate local and seasonal ingredients as much as possible. With this approach we will be able to provide a diverse menu, while still supporting local agriculture. This menu will include sandwiches, entrees, salads, fruits, vegetables, bulk items, as well as an array of drinks, all of which are listed and priced in Appendix I on page _____

Benefits to Customers

Housing and Dining Benefits. Western Washington has a very distinct personality, one created by the diversity of the student body. By giving students the opportunity to create their own space, our coffee shop will reflect this personality. Such a vibrant character will add originality to our campus. Many students come to Western, attracted to these qualities. This Co-op will enhance this image, consolidating it under one roof. Furthermore, we will provide a unique opportunity for hands-on learning through employment, volunteer, and internship opportunities. Students will have the ability to directly participate in running an environmentally and socially sustainable business. For these reasons and others, our Co-op will make campus more appealing to prospective students, drawing in new students, thereby benefiting the university as a whole and Housing and Dining.

In the same way that our Co-op will help attract new students, our Co-op will make campus life more appealing to those who currently attend. By providing a space students can make their own we will empower the student body and give them a sense of ownership. We believe our space will strengthen the campus community. For those who live on campus, this will give them a greater sense of permanence and make campus feel more like home. For those who live off campus, the Co-op will become an intended destination to eat, to socialize, and to educate as opposed to seeking such services elsewhere. The representative survey found that 99% of the student body was more likely or just as likely to eat at the Underground if it were a student-run cooperative serving local, organic, seasonal food. We will cater to these desires and expect to see an increase in business and patrons. An increase in business could support Housing and Dining financially. We plan to continue operating with Munch Money. Currently, 7-15% of non-dining dollars goes to Housing and Dining system in the form of commissions paid by University Dining Services. With increased cash flow, both our Co-op and Housing and Dining will benefit. Finally, the Co-op will serve to educate consumers and develop a demand for sustainably produced food, which will partially facilitate Sodexo's ongoing efforts to provide sustainable food for students.

Western Washington University has long been at the forefront of many progressive campaigns. We are committed to environmental sustainability and social responsibility. We were the first university in the country to run entirely off of alternative energy and motivated Whatcom County to purchase alternative energy. This university has pushed norms before and we have the chance to do so again with the foundation of a student-run cooperative.

Education. The Co-op aims to serve as an educational forum to raise awareness on the importance of environmental sustainability and healthy dietary choices. This will be reached through services that the Co-op will offer such as education classes, and opportunities for applied learning for the student body through internships, jobs and volunteer opportunities. The Co-op will provide educational classes for the university community; these will be in the form of speeches, workshops, films, newsletters, etc. By hosting and providing educational services to the university community, the Co-op will be able to further expand their customer base, not only will this provide students with alternative learning opportunities, but it will also provide an outreach to the wider community increasing the Co-op's resources and marketing.

Health Benefits. A growing number of consumers are becoming aware of the relationships between what they put in their bodies and their level of health and well-being. The Co-op aims to fulfill a rising demand for food that provides wholesome, nutritious satisfaction, utilizing organic and locally grown foods. This rise in demand has paralleled an increase in the toxins present in our food supply – there has been a tenfold increase in the amount and toxicity in insecticides used in the U.S. alone since the 1940s². Now, traces of at least 6 different pesticides exit most of our bodies every day². However, a recent University of Washington study showed that children fed a diet of at least 75% organic produce had just 1/6 the amount of pesticide byproducts in their urine compared to those fed 75% or more conventional produce³. In addition to lower levels of toxic substances, organic foods contain higher levels of essential nutrients and minerals, including calcium, iron, magnesium, potassium, selenium, and zinc⁵.

Genetically engineered (GE) crops are now ubiquitous – most of us consume them daily without knowing it, yet almost no investigation of their possible health effects has been conducted. In addition to potential unknown dangers, some GE crops promote a huge increase in pesticide use, while others actually produce pesticides within each of their cells. U.S. government data show a 15-fold increase in pesticide use on soybean, corn, and cotton driven by use of Roundup Ready versions of these crops⁷, channeling still more toxins into our bodies. While many other countries have banned the production and sale of GE foods, the U.S. welcomes them with little oversight and no labeling, taking the ability to make informed choices away from consumers. This means that the only way to reliably avoid GE crops is to consume certified organic products or foods from growers who consumers know and trust.

The farther a fresh food travels to reach consumers, the more time elapses before it is eaten, which causes vitamins and nutrients to be lost⁴. Conventionally grown foods are often processed and/or irradiated to extend shelf life, kill bacteria and other pathogens, and slow ripening⁴. When foods are produced locally and sustainably, there is no need for these practices since conditions leading to pathogen contamination are avoided and products can reach consumers quickly.

Sources

1. <http://www.kzoo.edu/farmstok/index.html>
2. http://www.sectionz.info/ISSUE_3/content_1.html
3. <http://query.nytimes.com/gst/fullpage.html?res=9E0CE0DF1530F936A15750C0A9659C8B63>
4. <http://www.sustainabletable.org/issues/health/>
5. <http://www.nutrition4health.org/nohanews/NNSp02NutQualOrganicVsConv.htm>

Community Economic Benefits. Bellingham has been ranked the nation's #2 "Best Place to Live," and is a leader of the sustainability movement, due in large part to Western's leadership role. The desire to live here is bolstered by Bellingham's healthy economy, which is supported by a strong commitment to "Buy Local". Whatcom County supports a large number of farmers who rely on this support, and who in turn spend money within the community. When buying from conventional industrial farms, only \$0.21 of each \$1 reaches the farmer. However, when \$1 is spent at a local food business, \$2.50 enters the community¹.

The success of our family farmers as well as our community is not guaranteed. Corporate growers are increasingly buying out small farms, and have doubled their profits since 1990,

while independent farmers in 2002 earned the least they have since 1940 2.

Sources

1. http://www.sectionz.info/ISSUE_3/content_1.html
2. <http://www.kzoo.edu/farmstok/index.html>

VI. Marketing Strategy

The community of Bellingham and Western Washington University in particular, has demonstrated a commitment to sustainability. A great demand has emerged for alternatives to conventional food systems, and the Co-op will cater to this market. Over the past couple years Washington State has been a strong leader and supporter for sustainable farming and food distribution. In Bellingham, there are a growing number of supporters that are creating a sustainable food and farming network. A recent petition conducted on WWU's campus by the Students for Sustainable Foods club demonstrated an overwhelming demand for a student-operated sustainable food service on Western's campus. The contagious interest for sustainable alternative foods on and off campus will provide a strong market base for the Co-op.

Currently, there are few options on campus for students seeking healthy foods produced using sustainable practices and no options for student's seeking a student-run food service. The Co-op will draw in those students whose needs are not met by the current dining services. We strongly believe that the Co-op will provide an ideal venue for students seeking sustainable nutritious food.

Overall our marketing strategy consists of the four aspects listed below:

Price:

We will be providing low priced quality food. Since we are not in this for a profit we can aim for low reasonable prices that allow everyone to benefit from our business.

Product:

We provide a unique product to Western Washington University's campus. Campus services do not provide local organic products for reasonable prices and that is what we aim to do.

Place:

Our location will be on vendors row right in front of the Viking union, which will provide heavy foot traffic because of the number of students walking by in between classes. Western is also in a good location close to suppliers and the other local food co-op.

Promotion:

We will be posting and handing out flyers around campus, and also creating a facebook group for those interested in keeping up with our ideas and events. We will try to entice first time buyers with free samples until the word gets spread.

A survey was conducted to evaluate how a student run coop would affect the eating habits of students who do and don't currently eat at the Underground Coffee House. The Underground is

no longer high on our list of locations. This likely would inflate our numbers as the Underground is already very popular, while the Co-op taking over a less popular would likely be more highly received. Students were asked if they currently eat at the Underground, yes or no (yes = more than once a month). They were also asked if they would be more, less or just as likely to eat at the Underground if it were student-run and sold local and/or organic foods. The survey conducted asked 172 randomly selected students in Red Square and other places on Western Washington's campus. The result found showed that only one person who did not currently eat at the Underground would be less likely to eat at the Underground if it were changed to a student run café.

Results

*64% of students who currently eat at the Underground would be more likely to eat there if it were student run.

*36% of students who currently eat at the Underground would be as likely to eat there if it were student run.

*52% of the students who do not currently eat at the Underground said they would be more likely to eat at the Underground if it were student run.

*47% of the students who do not currently eat at the Underground said they would be just as likely to eat there if it were student run.

*1% of the students who do not currently eat at the Underground said they would be less likely to eat there if it were student run.

These results show that if the Co-op were to replace an already existing food service establishment on campus such as the Underground, it is likely that the patronage of these services would only increase if it were changed to a Student Co-op.

VII. Location and Layout

The Co-op will be located on vendor's row. Vendor's Row and the Viking Union is already a high traffic area for students. Many students depend on vendor's row for meals or snacks between classes. Vendor's Row is an adequate location because it provides cover, eliminating the need to buy a canopy. With the exception of coffee, the Co-op's proposed menu items are different than those of the other vendors. This provides the Co-op with product differentiation and will help it establish itself within the market.

The Co-op will need a certified kitchen space in order to provide its full menu. Since Vendor's Row cannot accommodate a certified kitchen, the Co-op will need to have kitchen space in a separate location. Potential options for kitchen space include:

- **Canada House**
 - Partnering with the Canada house would be convenient since it's close to Vendor's Row.
- **Fairhaven Stacks three and five**
 - Another certified option includes using the certified kitchens on the other side of campus.
- **Converting space on campus**
 - A more expensive option would be converting space on campus into kitchen space.
 - Although there's a higher up-front cost, it will save money and be more convenient in the long run.
- **Renting kitchen space**
 - Renting kitchen space from various community centers or churches that have certified kitchens is another option
 - Food would be transported from the kitchen to Vendor's Row via truck and handcart.
- **Dining services kitchen facilities**
 - If Sedexo cooperates, using the existing kitchen space that dining services have may be the cheapest and most convenient option.

Vendors row requirements that apply to the food co-op

A. SALES PROHIBITED

No person shall offer for sale, or sell, goods or services on the campus of Western

Washington University except at tables, located in the Viking Union Plaza, which have been designated for vending purposes.

No person shall offer for sale, or sell arrangements/agreements for future goods or services that may or may not be subject to approval from another, non-university party. This includes, but is not limited to, such contractual agreements as credit cards, internet service providers, cellular phone/pager service, etc.

B. STANDARDS

The sale of goods and services on the campus of Western Washington University shall be consistent with the aims of the University, shall enhance the campus environment, and shall not interfere with the University's normal operation.

C. PROCEDURES

1. Table Designation

- a. A fixed number of tables shall be designated by the Viking Union Administration for quarterly, weekly and daily sales, respectively, provided that not all tables will be designated for quarterly use.
- b. Scheduling and assignment of tables shall be the responsibility of the Viking Union Administration.

2. Reservations

Tables shall be available only on an advanced reservation basis as indicated below:

a. Quarterly

As determined by the Viking Union Administration using, but not limited to, the criteria of service to the University community, diversity of offerings, quality of product, and proof of ability to provide proposed service. In the event a reserved table is not used for a period of one workweek, that reservation shall be forfeited without refund.

3. Table Availability/Access

- a. Tables may be accessed by reserve no earlier than 7 a.m., on school days.
- b. If events requiring special permits for sales are held on holidays or weekends, all vendors shall be required to obtain those permits.
- c. Access for delivery and removal of equipment, supplies and materials shall be as directed by the VU Administration.

4. Permit Privileges

Vending permits shall entitle a vendor to vend under the terms and conditions of this policy only, and shall not grant or imply any other rights or privileges nor relationship with the University or Viking Union. Permits are not transferable, and are valid only to the vendor to whom issued. Permits may be revoked for refusal to abide by the terms of this policy and subsequent regulations, subject to appeal to the Facilities and Services Council.

5. Licenses, Registrations, and Permits

Prior to acquiring a permit and reserving a table, vendors must provide all necessary business and health licenses, registrations and permits for the type of businesses they are conducting. Non-profit groups may also be required to show proof of their non-profit status.

6. Fees

a. Establishment

Rates shall be established by the Facilities and Services Council on an annual basis during the budgeting process and shall include differential rates for full and half-tables.

b. Payment

Quarterly fees must be paid in advance or two equal payments, one prior to the quarter and one no later than the beginning of the sixth week of the quarter.

D. LIABILITY

1. Western Washington University shall not be responsible for the quality, fitness or merchantability of goods or services in accordance with the provisions of this policy. No vendor shall advertise, represent or claim to be an agent or employee of Western Washington University.

2. Depending upon the nature of goods or services being sold, the University may require proof of a specified level of insurance as a condition for receiving a vending permit.

E. TAXES

Each person or organization selling goods or services on the campus of Western

Washington University shall be responsible for the payment of any sales taxes, income taxes or other taxes resulting from the sales.

F. TRAFFIC FLOW

The sale of goods and services on the campus of Western Washington University shall not interrupt the University's normal flow of traffic.

G. GENERAL CONDUCT

1. The conduct of persons or organizations selling goods or services on the campus of Western Washington University is expected to be polite and non-obtrusive. Aggressive selling or harassment of members of the University community or the general public, will result in revocation of an individual's or organization's registration as deemed necessary by the Viking Union Administration.
2. Noise shall not be above the ambient level, nor interfere with adjacent University activities or offices.
3. Vendors shall not smoke in the vending area.
4. Each person or organization selling goods or services on the campus of Western Washington University shall prominently display a current registration card issued by the Viking Union.
5. This registration card shall be used only in conjunction with the table for which it was provided

H. HEALTH AND SAFETY

1. All vending shall be conducted in accordance with appropriate rules and ordinances governing a particular type of activity.
2. Portable power, such as, but not limited to, propane, storage battery or generator, shall not be permitted.
3. Open flames shall not be permitted.
4. Any potentially unsafe or hazardous conditions shall result in termination of vending privileges.

Interpretation and Enforcement: VU Administration

SALEGDSV.POL

Approved By: Viking Union Administration

Date Approved: 01/20/93, 01/20/95, 03/02/00, 5/05

Organization: Viking Union/Student Activities

VIII. Competitor Analysis

Western Washington University already houses a variety of dining options that The Co-op will have to compete with. These dining options fall into three categories: (1) dining commons areas, (2) small cafes and eateries, and (3) Vendor's Row vendors.

1. The dining commons areas have a specific advantage over The Co-op because they are built into the dining meal plans that are required for students who live on campus. This provides them a guaranteed customer base. However, they only offer a limited variety of healthy food selections, none of which are organic.
2. The small cafes and eateries have a similar advantage to the dining commons areas because they offer 'Dining Dollars'. This form of payment can be used at any of the ten cafes on campus and increases to ease that students have when frequenting existing establishments. However, also like dining commons areas, the cafes have a limited selection of healthy, local, and organic foods.
3. The vendors at Vendor's Row pose the greatest and most direct competition for The Co-op. Vendor's Row is already home to three vendors: El Capitan's, The Coffee Lady, and QQ Li. All of their products fall into The Co-op's price range. They are in close proximity and may draw away potential customers. However, each vendor specializes in one type of product: hotdogs, coffee, and Asian cuisine, respectively. All of these offerings are vastly different than the products that will be found at The Co-op.

IX. Plan of Operation

This section will cover four aspects of the plan of operation that The Co-op will be implementing. This will include: (1) the form of ownership, (2) the structure of the company, (3) the decision making authority, and (4) the compensation and benefits packages

1. Form of Ownership

The Co-op will be a non-profit corporation.

2. Company Structure

The Co-op will have an executive board of five members. An advisory board will consist of WWU Faculty and community members. The advisory board will provide council for The Co-op Board of Directors. The executive board will oversee the Co-op manager and make all of the final decisions for daily operations and event planning. The Co-op manager position will be a full time position that oversees the event coordination, staff and volunteers. The staff will be competent and capable individuals who are trained to handle all aspects of day-to-day operations.

Co-op Executive Board The board will consist of five members who are elected yearly by the membership and will include individuals from vested parties such as current members, faculty, and alumni. The business and affairs of the Co-op shall be directed and controlled in the interests of members of the Board of Directors. However, they will collaborate with the Associated Students board to ensure that students' needs are being met. Directors serving on the board represent members and are responsible for the performance and conduct of the cooperative. Their three major responsibilities will be: (1) set policies, (2) employ and evaluate the general manager's ability to carry out those policies, and (3) secure adequate financing for the cooperative.

The board's specific management responsibilities include:

- Set goals, objectives, and general policies
- A long-term strategic plan to ensure that the Co-op is heading in the right direction
- Employing a competent manager and evaluating his or her performance
- Preserve the cooperative character of the organization
- Establish an accurate accounting system
- Adopt an annual operating budget
- Control the total operation
- Authorize distribution of cooperative net earnings
- Delegate responsibility for daily operations to a hired general manager or chief executive officer

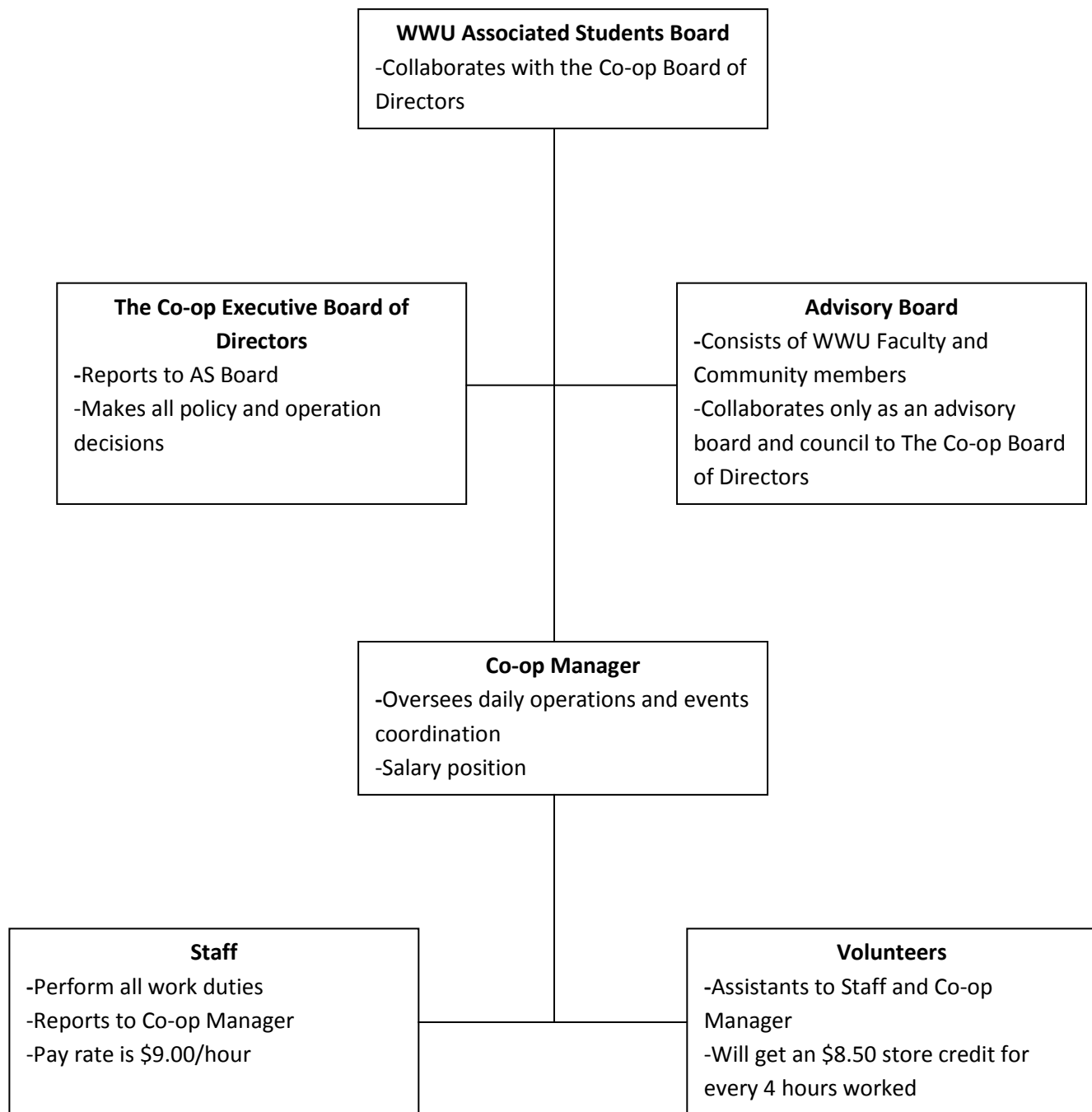
There will be three ongoing positions for the board including the chair, facilitator and secretary. The first meeting of the year will be when the Board of Directors elects someone to serve as the Head of the Board of Directors. This person must be elected through consensus minus one. They will serve as the main contact between the managers and the university, though all board members will play some role. At each board meeting there will be a facilitator. All board members will act as facilitators on a rotating basis. The responsibility of the facilitator is to ensure everyone is heard, that the discussion stays on track, that it is completed in a timely manner, and to determine when a vote can take place. The secretary will take notes and minutes of the meeting and record the results of votes. All board members will act as the secretary on a rotating basis. This week's secretary will be next week's facilitator.

Any issue brought up before the board will first be discussed. Once the facilitator has closed the discussion the board will vote. It is an open vote. To vote, each director will do a thumbs-up if in favor, a thumbs-down if in opposition, or cross their arms against their chest if they wish to abstain from voting. The secretary will record results. For any decision to pass there must be consensus minus one with no more than one person abstaining. If consensus minus one is not reached, discussion will continue. Those who opposed and abstained will explain why, with those in favor responding. The board will then revote. If consensus minus one is still not reached, and there are other matters to discuss, then the decision will be put on the table and come back to either later in the meeting or at the next meeting. If a decision needs to be made immediately (such cases will be identified by the board), then a decision can pass by majority rule.

Decisions of the Board of Directors may be made without a meeting if consent in writing, stating the action to be taken, is signed by all directors and filed with the minutes of meetings.

Decisions made by the Board, minutes from the meeting, and any other pertinent information will be posted in the store to report to members. Financial information will be easily available at the Co-op to educate customers on what their money is being used for and where profits are going.

Advisory Board. The advisory board will be made up of community members, such as faculty members, farmers, business owners and other members of the community that have an interest in the sustainability efforts of the Co-op. The advisory board collaborates only as a council to the Co-op's board of directors. They can assist with planning and building community connections that will be essential to the success and future of the Co-op. Each manager will have two advisers who will meet with the student at least once a month and respond to questions posed by the student. The advisers will tell the board if they have any concerns regarding the management or state of the Co-op.



Job Descriptions

There will be two Student Managers who will be working 19 hours per week. The managers will work together to manage the Co-op, serve as the communication between the Co-op and administration, facilitate student energy and projects, educate the western community, order food, and develop relationships with farmers.

Qualifications

The managers are required to be current Western students and commit to being at the Co-op for a minimum of three quarters. Managers, after the first year, must have volunteered or worked previously at the Co-op.

Salary

- \$12.50

Duties

- Ensure smooth daily operations and provide resources, assistance, and guidance to employees, and volunteers
- Coordinate insurance coverage and risk-management
- Provide hiring, appraisal, and termination recommendations to the Board of Directors (BOD) as necessary
- Organize and coordinate internal activities, employees, volunteers, and interns
- Work with other student managers and school accountants to maintain an accurate bookkeeping/accounting system
- Prepare and present accurate financial and operational reports to the administration
- Attend BOD meetings as requested
- Direct daily business activities
- Ensure Co-op mission, vision, and by-laws are implemented in daily operations
- Create employee and volunteer work schedules, working with Events Coordinator(s) to maintain appropriate staff levels
- Mediate employee and volunteer disputes and concerns when appropriate
- Maintain records of supplies used, waste generated, and customer and employee recommendations
- Represent Co-op to public
- Solicit member input through personal interaction, comment card responses, surveys, etc., encouraging participation from all members
- Coordinate advertising (signage, print, radio, tabling, etc) placement/timing
- Provide hiring, evaluation, and termination recommendations to the BOD as necessary
- Financial and Supply Chain Management
- Maintain records of current budgets and cash flow
- Set goals and develop short- and long-term strategic plans including budgets and cash flow statement as requested by the BOD
- Assess and reduce liabilities and risks in all levels of operation
- Prepare and present accurate financial and operational reports to the BOD

- Coordinate and manage supply chain, ensuring use of products and suppliers aligned with Co-op vision and mission
- Represent Co-op to suppliers, maintaining good relations and encouraging participation where appropriate
- Notify BOD of significant supply chain changes and get board approval for supply chain changes.

Hiring

- Hiring decision by BOD based upon application, interview, and recommendations
- Staggered hiring of student managers – hired Fall → begin Winter; hired Winter → begin Spring
- One month training period (shadowing manager currently filling position)
- Must have volunteered or worked in Co-op to be eligible
- Must sign yearly contract committing to three quarters of work

Training and Transference

- Managers will need to volunteer with the previous year's managers a minimum of four hours a week in the month of May preceding their job.
- A book will be kept and maintained by the managers, which details the operation of the Co-op and grows from experience.
- For at least the first year the managers will come in 4 weeks before school starts. They will start to bond, learn, ready the Co-op, and get prepared for the school year. We will develop a training program where they will work with a professor, local businesses, and each other to learn how best to run the Co-op. Funding will be needed to pay a professor for their time.

When hiring a manager it will be essential that they have the qualifications of running the day-to-day operations of a business like the Co-op. Skills that will be important when hiring a manager include:

- Step-by-step planning approach to problems
- Ability to focus on opportunities and priority areas and the future
- Ability to acknowledge weaknesses and strengths, and build on the strengths in both themselves and others
- Willingness to delegate tasks and organize their own time
- Ability to evaluate any action by its results
- Willingness to change if the results are inappropriate
- Planning and monitoring members' collective action
- Organizing and providing leadership for members working together
- Coordinating every aspect of the undertaking

It will be very important that the manager monitors the progress of the Co-op, especially in the startup stages. In the planning and start up stages of the Co-op the board will create key indicators that can be monitored to ensure that the progress of the Co-op is on track. The Co-op will use indicators from their income statement, such as net profits, to monitor the success of the Co-op. It will also be essential that the Co-op monitor the objectives, goals and commitments as stated in the plan above. Monitoring will help to assure a few important objectives:

- Everyone knows what kind of progress is being made toward accomplishing the planned objectives, and provides the kind of information needed to adjust the line of action if there is a divergence from the plan.
- Everyone in the Co-op will abide by agreements. This implies that everyone involved in carrying out the plan will be involved to an appropriate degree with formulating it.
- It will be possible to predict trends and to provide information needed to improve planning in the future.

Delegating

- To define precisely what has been delegated;
- To define a whole task and the steps needed to complete that task
- To choose appropriate people and work with them to mutually set objectives
- To give honest and accurate feedback to those people and support them in their work
- Above all, to have the trust that the employees will finish the work

Personnel Plan

The Co-op will have paid staff and strong volunteer base.

- All staff will be trained for daily operation
- For startup, we have estimated that we will need a minimum of 4-8 paid staff members.
- Daily operation consists of: food pickup and preparation, cashier, clean up, assistance with tracking volunteer hours, food inventory, event planning and coordination.
- All staff will be paid at a starting rate of \$9.00 and will receive additional pay if they are eventually promoted.

Staff

Staff is the backbone of the Co-op. Workers will be given complete respect and their voices must be heard and valued. This will be done through open membership meetings where all stakeholders can voice their opinions and concerns regarding the future of the Co-op. Staff will receive \$9 per hour and quarter raise per quarter worked. Staff will perform general and routine duties in accordance with the day-to-day operations of the Co-op.

Staff will be required to have food handlers' permits. Staff will be trained to self-manage. The staff working will be in charge of running the Co-op at all times. A manager will always be on call in case of an emergency. Jobs/responsibilities of workers include things such as moving patrons through the checkout lines, taking orders, making food and general up-keep of the appearance and cleanliness of the space. Workers will be delegated tasks as they are seen fit by the operations manager. These will include, but are not limited to, event planning, advertising and marketing opportunities, and building and improving community connections. Staff must also be educated about sustainable practices, and be able to communicate the benefits and importance of these sustainable practices to the customer.

Classes/Internships/Enhanced Student Learning

The Co-op will work with students, faculty, departments, and the University to create collaboration, growth, and educational opportunities. This upcoming winter quarter, students will be able to get their education and create a student-operated food service through a Group ISP in Fairhaven, ESTU - 471 - Campus Planning Studio, and MKTG - 488 - Strategies for Sustainability. This list will continue growing throughout fall quarter.

We'll work with CBE to incorporate opportunities for student learning. Some possibilities for this will be student consultants from Small Business Entrepreneurship classes, such as MGMT 492 and MGMT 413. We will also look for student involvement through internships that focus on management, financing and marketing of the Co-op. Interns will need to submit an application to the board, which includes their history as it relates to sustainability and a recommendation from the business department.

Volunteers

Volunteers will be strongly encouraged, and will be chosen based on their values and alignment with the company's mission and commitments. The Co-op will accept all volunteers that they feel could enhance the operations of the Co-op. Each volunteer will be required to have the same health training required of each employee. All volunteers will receive a food credit up to \$8.50 for every 4-hour shift.

Jobs/responsibilities of volunteers include things such as stocking shelves, unloading shipments, taking orders, advertising to the university community, making food and general up-keep of the appearance and cleanliness of the space. Volunteers must also be educated about sustainable practices, and be able to communicate the benefits and importance of these sustainable practices to the customer.

Work-Study

The Co-op will be a location where AS work study students can educate the community on issues ranging from environmental education to social issues.

Taking care of our employees

- No student or manager will work more than 19 paid hours a week. After 19 hours all work will be on a volunteer basis.
- After 100 volunteer hours, an employee will receive a \$1 per hour raise.
- For every quarter of complete employment the employee will receive a 25-cent per hour raise.
- We value trained employees. Training takes time and an experienced employee will be more efficient than a new one. We will pay minimum wage to our employees during training hours.
- We will also reimburse employees for the cost of their food handlers' permit and one health and safety related training per quarter.

X. Grant Funding

The Co-op will look for funds primarily through grants. By incorporating an educational aspect by include class projects, internships, as well as other educational opportunities as The Co-op grows, there will be many different opportunities to apply for grant funding. This section will cover three aspects of grant funding, including: (1) the levels of funding, (2) types of grants, and (3) possible sources.

Funding Levels

There are three levels of grant funding including full funding that covers all expenses incurred from the project. Matching funds includes asking for funders to match dollar for dollar the current amount of investments. Lastly, there is the partial funding option. This option asks for money that covers one or some expenses.

Grant Types

- Planning
- Start-up
- Fellowship
- Sabbatical
- Mentorship
- Professional Development
- Accreditation
- Award
- Continuation
- Facilities
- Staffing
- Restructuring
- Technological

Possible Sources

Government. The government is willing to give billions of dollars every year for many causes. These causes include research and development, facilities improvement, and educational and social reforms.

Nonprofit Foundations-501(c)3. Nonprofit foundations are willing to help schools, communities, and nonprofit organizations by investing considerable amounts of money each year. This would especially apply to The Co-op because it is built on the same principles as other non-profits. Many of these grants can be found through The Foundation Center at www.fdncenter.org.

Corporations. Corporations are willing to invest funds as well as materials and personnel to organizations and schools that share their values. This is done so that they can establish a presence in the community in which they operate.

Local Organization and Individuals. Local organizations and individuals are very willing to invest in their own communities.

Possible Applicable Grants. Some grants that could apply to The Co-op are listed below with web addresses where additional info can be found:

- Sustainable Agriculture Research and Education (SARE) offers research and education grants ranging from \$30,000 to \$150,000 or more. These grants fund projects that usually involve scientists, producers, and others in an interdisciplinary approach. More information can be found at www.sare.org/grants/
- Howard Bowers Fund for Consumer Cooperatives gives grants to individuals and organizations in the consumer cooperative sector for, but not limited to, conference and training registrations and scholarships, development of training materials, and leadership training.
- The Russell Family Foundation (TRFF) has three programs for grant making, one of which is the Environmental Sustainability program. This program is focused regionally on Puget Sound and values environmental education and green business practices. <http://www.trff.org/default.aspx>
- Whole Foods' Food Co-op 500 Program is a support system that seeks to enable a faster and more efficient start-up process to develop new retail grocery Co-ops.
 - The Sprout Fund is a pool of dollars dedicated by NCB in the amount of \$250,000 for the purpose of providing capital during the middle stage of development-feasibility assessment and business planning. NCB will accept applications from incorporated cooperative organizations for loans up to \$25,000. The loans must be matched in equal dollars by the cooperative. The uses of the Sprout Fund loans are specifically designed for new Co-ops that have completed all of the organizing activities and are ready to move forward.
 - The Seed Fund began with an initial contribution from NCB in the amount of \$50,000 that was matched by The Blooming Prairie Foundation to make a \$100,000 pool available for two funding rounds. Another \$25,000 grant from the Foundation made a third round of funding possible. Grants are available up to \$10,000 during scheduled funding rounds. The newly formed Co-op must match the grant money in equal dollars. The most desirable means to obtain the equal match should be an effort of the newly formed group in the community, which directly correlates to the cooperative value of self-help.
<http://www.foodcoop500.coop/Default.aspx?id=66>
- C.S. Mott Foundation supports efforts to achieve a healthy, sustainable, global environment. May be through specific projects, or technical assistance and training within a community.

- C.S. Mott Foundation
1200 Mott Foundation Building
Flint, MI 48502-1851
Phone: (810) 238-5651

XI. Incorporating Education

This section will cover some ideas that The Co-op could use to incorporate an educational aspect into their operations as they are just starting out and as they continue to grow.

As The Co-op is just starting out they will be able to include education by incorporating students from applicable classes into their operations. This can be done through a number of ways (1) a website, (2) a newsletter, and (3) improving business operations.

Website

The Co-op could make a website that would allow it to keep students and customers updated on the day-to-day progress. Some courses on campus that may be interested in the construction of this website, either as a group project or extra credit include:

1. MIS304 INTRODUCTION TO Website DEVELOPMENT (4)

Prereq: MIS 320. Covers basic website design, navigation, and construction.

Topics include HTML, JavaScript, page layout, site navigation, cascading style sheets, server-side includes, designing search engines, and site testing.

2. MIS314 FUNDAMENTALS OF Website DEVELOPMENT AND MANAGEMENT (4)

Prereq: Csci 202 or equivalent. Introduction to server-side programming. Topics include PHP, MySQL, reading and writing to databases, database normalization, structured query language (SQL), data management, security, maintenance management, and web usability. Each student constructs an interactive, database-driven website.

Newsletter

The Co-op could create their own newsletter which could be in print or electronic on their website. This newsletter would be updated periodically and include information on topics that are important to The Co-op, such as food production or sustainability. The Co-op could work with classes to have students write articles for extra credit.

3. Econ140 THE ECOLOGY AND ECONOMICS OF SALMON RECOVERY (4)

Focus on the four causes of salmon decline (habitat, hydropower, harvest, and hatcheries) to investigate the interaction between ecology and economics through lectures, reading and independent projects.

4. JOUR207 NEWSWRITING (4)

Writing for news media; clarity in use of language, style and punctuation; sentence and paragraph structure and organization of stories; credibility of information and news judgment; basic methods of researching and writing. Weekly news discussions based on a major national newspaper as one of the texts.

5. JOUR305 PHOTOJOURNALISM (4)
Prereq: Jour 207, basic knowledge of photography and permission of instructor. Introduction to news photography and its application in print and online; composing effective news pictures; essentials of processing or print publication and multi-media projects; picture editing and layout; professional ethics and the law.
6. HLED250 HEALTH OF THE COLLEGE STUDENT (4)
Prereq: HLED 150, 151, 152 recommended; permission of instructor required.
Analysis of major health risks; personal health status assessment; strategies for reducing risk behaviors and promoting healthy lifestyles among college students. S/U grading.
7. HLED330 CONTEMPORARY HEALTH ISSUES (4)
Prereq: community health major and junior status. Explores current community and public health issues and their impact on individuals, communities, and global relations. Topics vary.

Business Operations

The Co-op could also include classes for its everyday operations. This could be done in the form of class projects, or internships. Some possibly applicable classes include.

8. OPS466 SUPPLY CHAIN MANAGEMENT (4)
Prereq: OPS 360. Examines the principles, techniques, and practices for the design and managing integrated supply chain operations. Investigates supply chain strategy, distribution, facility location decisions, purchasing, and information systems for managing supply chain activities.
9. MKTG474 MARKETING STRATEGIES FOR SUSTAINABILITY (4)
Prereq: MKTG 381, 382. This course will provide students with skills for developing and marketing a sustainable product. It will cover key concepts and tools related to marketing mix decisions, such as design-for-environment, pricing based on full cost accounting, greening of the supply chain, and life cycle impact assessment. Strategies for reducing the environmental impacts of products and services will be emphasized.
10. MKTG484 RETAILING (4)
Prereq: Mktg 381, 382. Administration and strategic planning in large and small retail firms. Management of retail functions: stock planning, inventory control, markup and pricing, retail accounting, merchandising, retail promotion, human resources management, store location, design and layout, legal and ethical issues, information systems.
11. HRM/MGMT490 INTERNSHIP IN HUMAN RESOURCE MANAGEMENT (1-4)
Prereq: Business Administration majors only. Practical application of skills and theories learned in the classroom through work or special project experience in private or public organizations. Repeatable to 12 credits.
12. HRM423 STAFFING (4)

Prereq: HRM 322. Recruiting and selection as related to organizational objectives. Legal requirements, selection models, validation and topical issues of importance.

13. HRM424 TRAINING AND DEVELOPMENT (4)

Prereq: HRM 322. Training as related to organizational objectives. Emphasis on training models, learning theory, evaluation methodologies, instructional techniques and topics of special interest.

12. MGMT492 ENTREPRENEURIAL PROBLEMS (4)

Prereq: Mgmt 491. Field consulting work and study under faculty supervision with small business entrepreneurs in the local business community, directed towards solving varied real-life small business problems.

13. DSGN270 GRAPHIC DESIGN I (4)

Prereq: Art 110, 120. Introductory lecture/lab class in layout and design with an emphasis on typography.

As The Co-op grows and moves into a larger space they would be able to facilitate education themselves. This could be done by hosting speakers or classes that students could sign up for to learn about sustainable gardening, eating local, etc.

XII. Financial Forecast

Start-up Costs

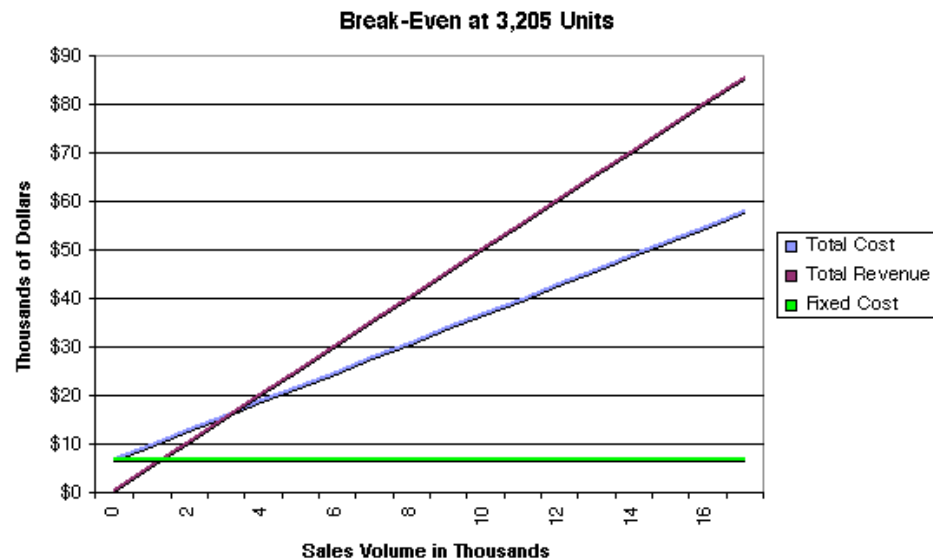
Expenses	Market Value
Business licensing	\$50.00
Insurance (first year)	\$750.00
Renovations (shelving, etc.)	\$400.00
First 30 days wages	\$2,880.00
Rent (first quarter)	\$660.00
Electricity (first quarter)	\$180.00
Total	\$4,920.00

Assets

Kitchen tools	
Cooler	\$40.00
Countertop food warmers (x2)	\$300.00
Cutting boards	\$35.00
Food storage bins	\$125.00
Garlic Mincer	\$15.00
Plates, bowls, and utensils	\$100.00
Skillets	\$75.00
Knives	\$100.00
Rice Maker (x2)	\$125.00
Toaster	\$50.00
Cooking Utensils	\$200.00
Misc	\$250.00
Money lockbox	\$75.00
Total	\$1,490.00

Total startup costs **\$6,410.00**

The startup costs are based on current market prices.



Student Co-op

Income Statement Year 1

	September	October	November	December	January	February	March	April	May	June	Total
Sales	\$2,350.00	\$7,760.00	\$7,250.00	\$6,840.00	\$6,225.00	\$6,400.00	\$6,850.00	\$7,400.00	\$8,250.00	\$3,425.00	\$62,750.00
COGS	\$775.50	\$2,560.80	\$2,392.50	\$2,257.20	\$2,054.25	\$2,112.00	\$2,260.50	\$2,442.00	\$2,722.50	\$1,130.25	\$20,707.50
Gross profit	\$1,574.50	\$5,199.20	\$4,857.50	\$4,582.80	\$4,170.75	\$4,288.00	\$4,589.50	\$4,958.00	\$5,527.50	\$2,294.75	\$42,042.50
Operating Expenses											
Advertising	\$20.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$20.00	\$440.00
Rent	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$1,980.00
Electricity	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$540.00
Gas	\$100.00	\$400.00	\$350.00	\$300.00	\$275.00	\$300.00	\$325.00	\$400.00	\$450.00	\$150.00	\$3,050.00
Insurance	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$750.00
Direct labor - transport	\$100.00	\$240.00	\$220.00	\$200.00	\$180.00	\$210.00	\$240.00	\$280.00	\$300.00	\$150.00	\$2,120.00
Direct labor - kitchen	\$400.00	\$1,000.00	\$840.00	\$800.00	\$660.00	\$730.00	\$900.00	\$950.00	\$1,010.00	\$600.00	\$7,890.00
Direct Labor - vendor's row	\$950.00	\$2,880.00	\$2,880.00	\$2,880.00	\$2,880.00	\$2,880.00	\$2,880.00	\$2,880.00	\$2,880.00	\$1,300.00	\$25,290.00
Misc expenses	\$20.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$15.00	\$275.00
Total Operating Expenses	\$1,917.00	\$4,927.00	\$4,697.00	\$4,587.00	\$4,402.00	\$4,527.00	\$4,752.00	\$4,917.00	\$5,047.00	\$2,562.00	\$42,335.00
Net Income before taxes	-\$342.50	\$272.20	\$160.50	-\$4.20	-\$231.25	-\$239.00	-\$162.50	\$41.00	\$480.50	-\$267.25	-\$292.50
Income taxes	-\$80.83	\$64.24	\$37.88	-\$0.99	-\$54.58	-\$56.40	-\$38.35	\$9.68	\$113.40	-\$63.07	-\$69.03
Net Income	-\$261.67	\$207.96	\$122.62	-\$3.21	-\$176.68	-\$182.60	-\$124.15	\$31.32	\$367.10	-\$204.18	-\$223.47
Profit Margin %	-11.13%	2.68%	1.69%	-0.05%	-2.84%	-2.85%	-1.81%	0.42%	4.45%	-5.96%	-0.36%

Income Statement Year 2

	September	October	November	December	January	February	March	April	May	June	Total
Sales	\$2,585.00	\$8,536.00	\$7,975.00	\$7,524.00	\$6,847.50	\$7,040.00	\$7,535.00	\$8,140.00	\$9,075.00	\$3,767.50	\$69,025.00
COGS	\$853.05	\$2,816.88	\$2,631.75	\$2,482.92	\$2,259.68	\$2,323.20	\$2,486.55	\$2,686.20	\$2,994.75	\$1,243.28	\$22,778.25
Gross margin	\$1,731.95	\$5,719.12	\$5,343.25	\$5,041.08	\$4,587.83	\$4,716.80	\$5,048.45	\$5,453.80	\$6,080.25	\$2,524.23	\$46,246.75
Operating Expenses											
Advertising	\$20.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$20.00	\$440.00
Rent	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$1,980.00
Electricity	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$540.00
Gas	\$120.00	\$430.00	\$370.00	\$340.00	\$300.00	\$340.00	\$360.00	\$450.00	\$480.00	\$160.00	\$3,350.00
Insurance	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$750.00
Direct labor - transport	\$110.00	\$260.00	\$250.00	\$210.00	\$200.00	\$240.00	\$270.00	\$320.00	\$340.00	\$160.00	\$2,360.00
Direct labor - kitchen	\$420.00	\$950.00	\$860.00	\$950.00	\$640.00	\$730.00	\$900.00	\$1,000.00	\$1,050.00	\$400.00	\$7,900.00
Direct Labor - vendor's row	\$1,050.00	\$3,020.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$1,400.00	\$26,470.00
Misc expenses	\$20.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$15.00	\$275.00
Total Operating Expenses	\$2,067.00	\$5,067.00	\$4,887.00	\$4,907.00	\$4,547.00	\$4,717.00	\$4,937.00	\$5,177.00	\$5,277.00	\$2,482.00	\$44,065.00
Net Income before taxes	-\$335.05	\$652.12	\$456.25	\$134.08	\$40.83	-\$0.20	\$111.45	\$276.80	\$803.25	\$42.23	\$2,181.75
Income taxes	-\$79.07	\$153.90	\$107.68	\$31.64	\$9.63	-\$0.05	\$26.30	\$65.32	\$189.57	\$9.97	\$514.89
Net Income	-\$255.98	\$498.22	\$348.58	\$102.44	\$31.19	-\$0.15	\$85.15	\$211.48	\$613.68	\$32.26	\$1,666.86
Profit Margin %	-9.90%	5.84%	4.37%	1.36%	0.46%	0.00%	1.13%	2.60%	6.76%	0.86%	2.41%

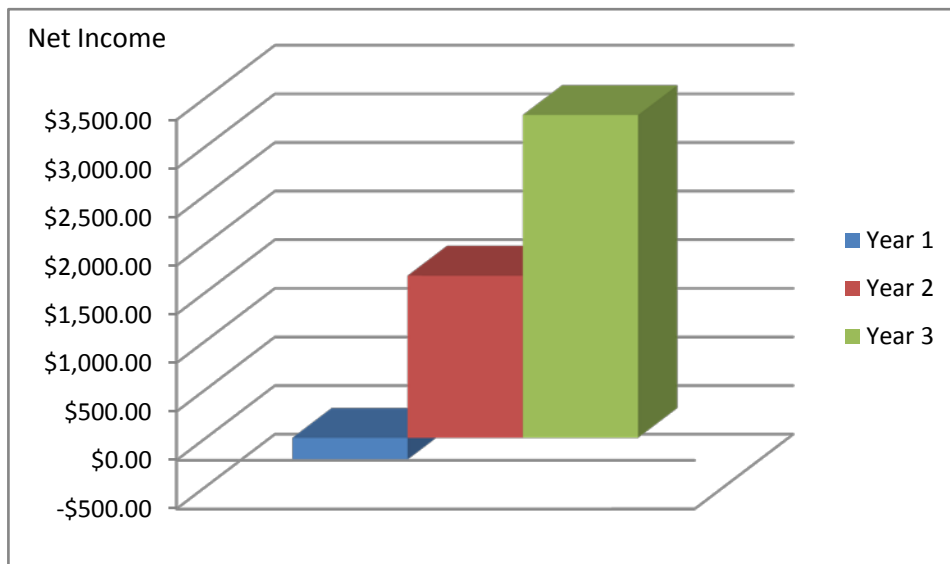
Student Co-op

Income Statement year 3

	September	October	November	December	January	February	March	April	May	June	Total
Sales	\$2,765.95	\$9,133.52	\$8,533.25	\$8,050.68	\$7,326.83	\$7,532.80	\$8,062.45	\$8,709.80	\$9,710.25	\$4,031.23	\$73,856.75
COGS	\$912.76	\$3,014.06	\$2,815.97	\$2,656.72	\$2,417.85	\$2,485.82	\$2,660.61	\$2,874.23	\$3,204.38	\$1,330.30	\$24,372.73
Gross margin	\$1,853.19	\$6,119.46	\$5,717.28	\$5,393.96	\$4,908.97	\$5,046.98	\$5,401.84	\$5,835.57	\$6,505.87	\$2,700.92	\$49,484.02
Operating Expenses											
Advertising	\$20.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$20.00	\$440.00
Rent	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$1,980.00
Electricity	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$540.00
Gas	\$128.40	\$460.10	\$395.90	\$363.80	\$321.00	\$363.80	\$385.20	\$481.50	\$513.60	\$171.20	\$3,584.50
Insurance	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$750.00
Direct labor - transport	\$120.00	\$280.00	\$260.00	\$230.00	\$210.00	\$255.00	\$285.00	\$340.00	\$360.00	\$180.00	\$2,520.00
Direct labor - kitchen	\$380.00	\$970.00	\$890.00	\$880.00	\$720.00	\$870.00	\$1,000.00	\$1,040.00	\$1,190.00	\$640.00	\$8,580.00
Direct Labor - vendor's row	\$1,050.00	\$3,020.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$1,400.00	\$26,470.00
Misc expenses	\$20.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$15.00	\$275.00
Total Operating Expenses	\$2,045.40	\$5,137.10	\$4,952.90	\$4,880.80	\$4,658.00	\$4,895.80	\$5,077.20	\$5,268.50	\$5,470.60	\$2,753.20	\$45,139.50
Net Income before taxes	-\$192.21	\$982.36	\$764.38	\$513.16	\$250.97	\$151.18	\$324.64	\$567.07	\$1,035.27	-\$52.28	\$4,344.52
Income taxes	-\$45.36	\$231.84	\$180.39	\$121.10	\$59.23	\$35.68	\$76.62	\$133.83	\$244.32	-\$12.34	\$1,025.31
Net Income	-\$146.85	\$750.52	\$583.98	\$392.05	\$191.74	\$115.50	\$248.03	\$433.24	\$790.94	-\$39.94	\$3,319.22
Profit Margin %	-5.31%	8.22%	6.84%	4.87%	2.62%	1.53%	3.08%	4.97%	8.15%	-0.99%	4.49%

Income Statement

REVENUE	Year 1	Year 2	Year 3
Gross sales	\$62,750.00	\$69,025.00	\$73,856.00
Less sales returns and allowances	\$0.00	\$0.00	\$0.00
Net Sales	\$62,750.00	\$69,025.00	\$73,856.00
COGS			
	\$20,707.00	\$22,778.00	\$24,372.00
Gross Profit (Loss)	\$42,043.00	\$46,247.00	\$49,484.00
OPERATING EXPENSES			
Advertising	\$440.00	\$440.00	\$440.00
Rent	\$1,980.00	\$1,980.00	\$1,980.00
Electricity	\$540.00	\$540.00	\$540.00
Gas	\$3,050.00	\$3,350.00	\$3,584.00
Insurance	\$750.00	\$750.00	\$750.00
Direct labor - transport	\$2,120.00	\$2,360.00	\$2,520.00
Direct labor - kitchen	\$7,890.00	\$7,900.00	\$8,580.00
Direct Labor - vendor's row	\$25,290.00	\$26,470.00	\$26,470.00
Misc expenses	\$275.00	\$275.00	\$275.00
Total Operating Expenses	\$42,335.00	\$44,065.00	\$45,139.00
Net Income Before Taxes	-\$292.00	\$2,182.00	\$4,345.00
Taxes on income	-\$68.91	\$514.95	\$1,025.42
NET INCOME (LOSS)	-\$223.09	\$1,667.05	\$3,319.58



Cash Flow (12 months)

Student Co-op

Fiscal Year Begins:

Sep-09

Sep-09

	Pre-Startup EST	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Total Item EST
Cash on Hand (beginning of month)	\$5,000.00	\$3,060.00	\$2,606.58	\$2,563.60	\$2,422.69	\$2,121.67	\$1,605.84	\$1,074.61	\$604.58	\$331.16	\$491.13	\$491.13
CASH RECEIPTS												
Cash Sales		\$2,350.00	\$7,760.00	\$7,250.00	\$6,840.00	\$6,225.00	\$6,400.00	\$6,850.00	\$7,400.00	\$8,250.00	\$3,425.00	
TOTAL CASH	\$0.00	\$2,350.00	\$7,760.00	\$7,250.00	\$6,840.00	\$6,225.00	\$6,400.00	\$6,850.00	\$7,400.00	\$8,250.00	\$3,425.00	\$62,750.00
Total Cash Available (before cash out)	\$5,000.00	\$5,410.00	\$10,366.58	\$9,813.60	\$9,262.69	\$8,346.67	\$8,005.84	\$7,924.61	\$8,004.58	\$8,581.16	\$3,916.13	\$3,916.13
CASH PAID OUT												
Purchases (Equipment for operations)	\$1,490.00											\$1,490.00
Gross wages (exact withdrawal)		\$1,450.00	\$4,120.00	\$3,940.00	\$3,880.00	\$3,720.00	\$3,820.00	\$4,020.00	\$4,110.00	\$4,190.00	\$2,050.00	\$35,300.00
Payroll expenses (taxes, etc.)		\$110.93	\$315.18	\$301.41	\$296.82	\$284.58	\$292.23	\$307.53	\$314.42	\$320.54	\$156.83	\$2,700.45
Food and dinnerware		\$775.50	\$2,560.80	\$2,392.50	\$2,257.20	\$2,054.25	\$2,112.00	\$2,260.50	\$2,442.00	\$2,722.50	\$1,130.25	\$20,707.50
Repairs & maintenance		\$20.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$15.00	\$275.00
Advertising		\$20.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$470.00
Fuel for Truck		\$100.00	\$400.00	\$350.00	\$300.00	\$275.00	\$300.00	\$325.00	\$400.00	\$450.00	\$150.00	\$3,050.00
Licenses and Permits	\$50.00											\$50.00
Rent		\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$1,980.00
Utilities		\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$540.00
Insurance		\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$750.00
Taxes												\$0.00
Miscellaneous	\$400.00											\$400.00
SUBTOTAL	\$1,940.00	\$2,803.43	\$7,802.98	\$7,390.91	\$7,141.02	\$6,740.83	\$6,931.23	\$7,320.03	\$7,673.42	\$8,090.04	\$3,879.08	\$67,712.95
TOTAL CASH PAID	\$1,940.00	\$2,803.43	\$7,802.98	\$7,390.91	\$7,141.02	\$6,740.83	\$6,931.23	\$7,320.03	\$7,673.42	\$8,090.04	\$3,879.08	\$67,712.95
Cash Position (end of month)	\$3,060.00	\$2,606.58	\$2,563.60	\$2,422.69	\$2,121.67	\$1,605.84	\$1,074.61	\$604.58	\$331.16	\$491.13	\$37.05	\$37.05

Cash Flow (12 months)

Student Co-op

Fiscal Year Begins:

Sep-10

Sep-10

	Pre-Startup EST	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Total Item EST
Cash on Hand (beginning of month)	\$3,912.00	\$3,912.00	\$3,456.08	\$3,784.61	\$3,926.44	\$3,742.28	\$3,489.35	\$3,185.44	\$2,977.89	\$2,924.21	\$3,391.62	\$3,391.62
CASH RECEIPTS												
Cash Sales		\$2,585.00	\$8,536.00	\$7,975.00	\$7,524.00	\$6,847.50	\$7,040.00	\$7,535.00	\$8,140.00	\$9,075.00	\$3,767.50	
TOTAL CASH	\$0.00	\$2,585.00	\$8,536.00	\$7,975.00	\$7,524.00	\$6,847.50	\$7,040.00	\$7,535.00	\$8,140.00	\$9,075.00	\$3,767.50	\$69,025.00
Total Cash Available (before cash out)	\$3,912.00	\$6,497.00	\$11,992.08	\$11,759.61	\$11,450.44	\$10,589.78	\$10,529.35	\$10,720.44	\$11,117.89	\$11,999.21	\$7,159.12	\$7,159.12
CASH PAID OUT												
Purchases (Equipment for operations)												\$0.00
Gross wages (exact withdrawal)		\$1,580.00	\$4,230.00	\$4,110.00	\$4,160.00	\$3,840.00	\$3,970.00	\$4,170.00	\$4,320.00	\$4,390.00	\$1,960.00	\$36,730.00
Payroll expenses (taxes, etc.)		\$120.87	\$323.60	\$314.42	\$318.24	\$293.76	\$303.71	\$319.01	\$330.48	\$335.84	\$149.94	\$2,809.85
Food and dinnerware		\$853.05	\$2,816.88	\$2,631.75	\$2,482.92	\$2,259.68	\$2,323.20	\$2,486.55	\$2,686.20	\$2,994.75	\$1,243.28	\$22,778.25
Repairs & maintenance		\$20.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$15.00	\$275.00
Advertising		\$20.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$470.00
Fuel for Truck		\$120.00	\$430.00	\$370.00	\$340.00	\$300.00	\$340.00	\$360.00	\$450.00	\$480.00	\$160.00	\$3,350.00
Licenses and Permits												\$0.00
Rent		\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$1,980.00
Utilities		\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$540.00
Insurance		\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$750.00
Taxes												\$0.00
Miscellaneous												\$0.00
SUBTOTAL	\$0.00	\$3,040.92	\$8,207.48	\$7,833.17	\$7,708.16	\$7,100.44	\$7,343.91	\$7,742.56	\$8,193.68	\$8,607.59	\$3,905.22	\$69,683.10
TOTAL CASH PAID	\$0.00	\$3,040.92	\$8,207.48	\$7,833.17	\$7,708.16	\$7,100.44	\$7,343.91	\$7,742.56	\$8,193.68	\$8,607.59	\$3,905.22	\$69,683.10
Cash Position (end of month)	\$3,912.00	\$3,456.08	\$3,784.61	\$3,926.44	\$3,742.28	\$3,489.35	\$3,185.44	\$2,977.89	\$2,924.21	\$3,391.62	\$3,253.91	\$3,253.91

Cash Flow (12 months)

Student Co-op

Fiscal Year Begins: Sep-11 Sep-11

	Pre-Startup EST	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Total Item EST
Cash on Hand (beginning of month)	\$6,784.33	\$6,784.33	\$6,473.54	\$7,129.24	\$7,576.15	\$7,774.89	\$7,725.22	\$7,560.83	\$7,557.67	\$7,789.66	\$8,476.86	\$8,476.86
CASH RECEIPTS												
Cash Sales		\$2,765.95	\$9,133.52	\$8,533.25	\$8,050.68	\$7,326.83	\$7,532.80	\$8,062.45	\$8,709.80	\$9,710.25	\$4,031.23	
TOTAL CASH	\$0.00	\$2,765.95	\$9,133.52	\$8,533.25	\$8,050.68	\$7,326.83	\$7,532.80	\$8,062.45	\$8,709.80	\$9,710.25	\$4,031.23	\$73,856.75
Total Cash Available (before cash out)	\$6,784.33	\$9,550.28	\$15,607.06	\$15,662.49	\$15,626.83	\$15,101.71	\$15,258.02	\$15,623.28	\$16,267.47	\$17,499.91	\$12,508.08	\$12,508.08
CASH PAID OUT												
Purchases (Equipment for operations)												\$0.00
Gross wages (exact withdrawal)		\$1,550.00	\$4,270.00	\$4,150.00	\$4,110.00	\$3,930.00	\$4,125.00	\$4,285.00	\$4,380.00	\$4,550.00	\$2,220.00	\$37,570.00
Payroll expenses (taxes, etc.)		\$118.58	\$326.66	\$317.48	\$314.42	\$300.65	\$315.56	\$327.80	\$335.07	\$348.08	\$169.83	\$2,874.11
Food and dinnerware		\$912.76	\$3,014.06	\$2,815.97	\$2,656.72	\$2,417.85	\$2,485.82	\$2,660.61	\$2,874.23	\$3,204.38	\$1,330.30	\$24,372.73
Repairs & maintenance		\$20.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$15.00	\$275.00
Advertising		\$20.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$470.00
Fuel for Truck		\$128.40	\$460.10	\$395.90	\$363.80	\$321.00	\$363.80	\$385.20	\$481.50	\$513.60	\$171.20	\$3,584.50
Licenses and Permits												\$0.00
Rent		\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$198.00	\$1,980.00
Utilities		\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$54.00	\$540.00
Insurance		\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$750.00
Taxes												\$0.00
Miscellaneous												\$0.00
SUBTOTAL	\$0.00	\$3,076.74	\$8,477.82	\$8,086.35	\$7,851.94	\$7,376.50	\$7,697.19	\$8,065.61	\$8,477.80	\$9,023.06	\$4,283.33	\$72,416.33
TOTAL CASH PAID	\$0.00	\$3,076.74	\$8,477.82	\$8,086.35	\$7,851.94	\$7,376.50	\$7,697.19	\$8,065.61	\$8,477.80	\$9,023.06	\$4,283.33	\$72,416.33
Cash Position (end of month)	\$6,784.33	\$6,473.54	\$7,129.24	\$7,576.15	\$7,774.89	\$7,725.22	\$7,560.83	\$7,557.67	\$7,789.66	\$8,476.86	\$8,224.75	\$8,224.75

Student Co-op Balance Sheet

Assets	Starting Balances	FY2009	FY 2010	FY 2011
Current Assets				
Cash	\$3,110	\$491	\$3,392	\$8,477
Other Current Assets	\$0	\$0		
Total Current Assets	\$3,110	\$491	3,392	8,477
Long-term Assets				
Long-term Assets	\$1,890	\$1,890	\$1,890	\$1,890
Accumulated Depreciation	\$0	\$500	\$1,000	\$1,500
Total Long-term Assets	\$1,890	\$1,390	\$890	\$390
Total Assets	\$5,000	\$1,881	4,282	8,867
Liabilities and Capital				
Current Liabilities				
Accounts Payable	\$0	\$0	\$0	\$0
Current Borrowing	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0
Long-term Liabilities	\$0	\$0	0.00	\$0.00
Total Liabilities	\$0	\$0	\$0	\$0
Owner's Capital				
Cash	\$3,110	\$491	\$3,392	\$8,477
Equipment	\$1,890	\$1,390	\$890	\$390
Retained Earnings	\$0	\$0	\$0	\$0
Total Capital	\$5,000	\$1,881	\$4,282	\$8,867
Total Liabilities and Capital	\$5,000	\$1,881	\$4,282	\$8,867

Appendix I: Costs of Recipes

Entrees				
Chicken Curry 12 servings				
Ingredient	amount	unit	price	price per serving
Onion	1		0.33	0.03
Garlic	4	cloves	0.08	0.01
crushed tomatoes	1	16oz can	1.68	0.14
yellow curry powder	4	teaspoon	0.77	0.06
chicken thighs	12		23.76	1.98
coconut milk	1	16oz can	1.99	0.17
soy sauce	2	Tbls	0.23	0.02
worcestershire sauce	2	Tbls	0.40	0.03
rice	2	cups	1.84	0.15
Total			31.08	2.59

Veggie Stir Fry (6 serving)				
Ingredient	amount	unit	price	price per serving
Broccoli	2	pound	3.10	0.52
Cashews	1/3	pound	3.00	0.50
Peppers	2		1.50	0.25
Carrots	1	pound	0.60	0.10
Mushrooms	1/2	pound	1.45	0.24
rice	2	cups	1.84	0.31
Total			11.49	1.91

Veggie Sandwich (6 serving)				
ingredient	amount	unit	price	price per serving
whole wheat bread	12	pieces	3.19	0.53
lettuce	12	pieces	1.07	0.18
Raisins	3/10	pound	0.92	0.15
apple	18	slices	0.74	0.12
cheese (1oz / slice)	12	slices	7.49	1.25
bell pepper	3/4		0.38	0.06
sprouts	6	oz	1.87	0.31
Total			15.65	2.61

meat sandwich 1 serving				
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ingredient	amount	unit	price	price per serving
whole wheat bread	2	pieces		0.53
cheese	2	slices		0.62
lettuce	2	pieces		0.18
tomato	2	slices		1.35
sprouts		oz		0.31
meat	2	oz		2.00
Total				5.00

peanut butter and jam 1 serving				
ingredient	amount	unit	price	price per serving
whole wheat bread	2	pieces		0.53
peanut butter	3	Tbls		0.54
jam	1	tbls		0.15
honey	1	tbls		0.15
total				1.38

Salad number one (6 servings)				
ingredient	amount	unit		price per serving
mixed greens	2	cup	2.15	0.36
sprouts	1	oz	1.87	0.31
grated carrots	2	oz	0.43	0.07
raisins	1	oz	1.33	0.22
tomatoes	2	oz	1.27	0.21
dressing (ranch/italian)	2	oz	3.68	0.61
total			10.73	1.79

Salad number 2 (6 servings)				
ingredient	amount			price per serving
mixed greens	2	cup	2.15	0.36
Raisins	1	oz	1.33	0.22
bell peppers	2	oz	1.34	0.22
apple slices	2	oz	0.74	0.12
dressing	2	oz	3.68	0.61
total			9.24	0.93

Sides				
Oat Bran Muffin (12 large muffins)				
ingredient	amount		price	price per serving
Oat Bran	1.5	cup	0.94	0.08
all purpose flour	1	cup	1.00	0.08
ground flaxseed	1	cup	1.64	0.14
wheat bran	1	cup	0.23	0.02
baking powder	1	tbls	0.08	0.01
salt	1/2	tsp	0.00	0.00
oranges, quartered and seeded	2		1.29	0.11
brown sugar	1	cup	1.50	0.12
buttermilk	1	cup	0.74	0.06
canola oil	1/2	cup	0.71	0.06
eggs	2		0.72	0.06
baking soda	1	tsp	0.03	0.00
raisins (regular or golden)	1 1/2	cup	2.66	0.22
total				0.96

fritter fratters (25 small servings)				
ingredient	amount		price	price per serving
russets	18lbs		7.18	0.29
yams	10lbs		7.90	0.32
beets	8lbs		6.32	0.25
parsnips	4lbs		6.36	0.25
total			27.76	1.11

fritter fratter seasoning (1gal)				
ingredient	amount			price per serving
salt	6 cups			1.35
paprika	3 cups			25.65
lemon pepper	3 cups			29.40
garlic powder	3 cups			22.05
cayenne powder	1/2 cup			2.28
total				80.73

Bulk

	amount	unit		price
granola				
wild blueberry	1	pound		2.99
vanilla almond	1	pound		2.99
cinnamon nut	1	pound		5.49
roasted nuts				
honey roasted mixed nuts	1	pound		6.89
cashews roasted and salted	1	pound		8.97
deluxe nut mix salted	1	pound		12.03
raisins	1	pound		3.06

Drinks				
apple cider	1	gallon		6.99

carrot juice (1 serving)				
ingredients	amount	unit		price
carrot	8			0.58
mint	1	sprig		
total				0.58

fresh fruit smoothies (2.5 servings)				
ingredient	amount	units	price	price per serving
berries	2	cups	3.49	1.40
apple juice/cider	1	cups	0.44	0.17
yogurt	1	cups	0.66	0.27
ice	2	cups		
total				1.84

Appendix II: Ingredient Costs
Food Co-op Downtown location:
(the option that is in italics is the better deal)

Spices:

- Sea salt- \$0.45/lb
- Paprika \$17.10/lb
- Lemon pepper- \$19.60/lb
- Garlic powder- \$14.70/lb
- Cayenne powder \$9.10/lb
- Oat Bran- \$1.67/lb
- All Purpose Flour- \$1.99/lb
- Ground Flaxseed- \$6.55/ 32oz or 2lbs.
- Wheat Bran, Baker's Wheat Bran- \$0.91/lb
- Baking powder- \$4.14/lb
- Baking Soda- \$2.50/lb
- Light brown sugar- \$1.05/lb
- Curry powder- \$18.50/lb

Sauces:

- Worcestershire Sauce
 - Lea and Perrins- \$4.59/ 10 Fl. oz (~0.46/oz)
 - *Annie's Natural* - \$ 2.49/ 6.25 Fl. oz (~0.4/oz)
- Organic Shoyu, soy sauce- \$4.69/ 20 Fl. oz
- Canola oil
 - Spectrum Organic canola oil-\$4.29/ 16 Fl. oz (~0.27/floz)
 - *Hain Pure Foods*- \$5.69/ 32 Fl. Oz (~0.18/floz)

Dairy:

- Eggs- Organic Valley, large brown eggs- \$4.29/ dozen
- Coconut milk
 - So Delicious- \$4.59/ 10 Fl. oz
 - *Thai Kitchen*- \$1.99/ 14 Fl. oz
- Yogurt
 - Grace Harbor Farms - \$3.89/ 32 Fl. oz
 - *Nancy's* \$2.65/ 32 Fl/ oz

Bulk:

- Granola
 - Wild Blueberry- \$2.99/lb
 - Vanilla Almond \$2.99/lb
 - Cinnamon nut \$5.49/lb
- Roasted Nuts
 - Honey Roasted mixed nuts \$6.89/lb
 - Cashews roasted and salted \$8.97/lb
 - Deluxe nut mix salted \$12.03/lb
- Raisins
 - Red Flame- \$3.55/lb

- Thompson raisins- \$3.06/lb

Peanut Butter and Jam Sandwich:

- Arrowhead Mills Peanut butter, organic- \$5.81/lb
- Crofter's Organic Strawberry-\$4.99/ 16.5oz
- Crofter's Organic Raspberry – 4.99/ 16.5oz
- Crofter's Organic grape- \$3.99/ 17.5oz
- Guilmette's Busy Bee honey- \$22.99/5lb or \$4.60/lb

Breads:

- Island Bakery, whole wheat- \$5.19/ loaf
- Rudi's organic Bakery (15slices), whole wheat \$3.99/loaf

Fruits:

- Fuji apples: \$0.98/lb
- Strawberries- \$3.49/ 16oz

Juices:

- Cold Apple Cider, Cedardale Orchards \$6.99/gal

Vegetables:

- Mushrooms
 - White button- \$3.98/lb
 - Crimini- \$3.98/lb
- Roma tomatoes- \$1.69/lb
- Romaine lettuce- \$1.79/ bunch
- Sprouts, bulk clover \$4.98/lb

Cheeses:

- Monterey Jack, Medium Cheddar, and Provolone \$4.99/ 8 oz.

Local Meats:

- Applegate Farms
 - Smoked or roasted turkey breasts- \$6.99/ 7oz
 - Slow cooked ham \$4.99/ 7oz
 - Roast Beef- \$6.49/ 7oz

Young Stocks Prices

Fruits:

- Apples:
 - Gala \$0.79/lb or \$24.95/ 40 per box
 - Red and Golden Delicious \$0.5/lb
 - Fuji- \$0.69/lb or \$19.95/ 40 per box
- Carrots - \$2.89/5lb
- Pears- \$0.98/lb
- Strawberries- \$11.95/flat, or \$2.39/pint

Vegetables:

- Jumbo sweet onions – \$1/3lb
- Red Onion \$1/2lb
- Garlic cloves- \$0.40/oz or 5 pack for \$1

- Broccoli \$1.59/lb
- Peppers
 - Green- \$1/2 peppers
 - Red and Yellow \$1.79/lb
- Mushrooms \$2.89/lb
- Lettuce
 - Romaine-\$1.29/ bunch
 - Head of lettuce- \$1.49/ head
 - Kale \$0.89/ bunch
 - Red and green leaf- \$1.29each
- Tomato
 - Beef Steak \$0.98/lb
 - Cherry\$1.98/pint
- Russets \$19.95/ 50lb box
- Yams \$0.79/lb
- Beets \$0.79/lb
- Parsnips \$1.59/lb

Appendix III: Other Educational Co-ops

Many other educational institutions around the globe have already incorporated some sort of cooperative business model onto their campuses. These cooperatives take on the form of small convenience stores, food service establishments, and book stores. Below is a list of universities that have student-operated cooperatives and profiles for a selection of them.

Student-Operated Food Services

- Brown University
- Evergreen State College - The Flaming Eggplant
- Hampshire College – Mixed Nuts Food Co-op
- Georgetown - The Corp
- Oberlin College – Good Food Co-op
- Portland State – Food For Thought
- Suny - Binghamton University
- University of British Columbia – Food Co-op
- University of California Davis – Food Co-op
- University of California San Diego – Che Café
- University of California San Diego – Food Co-op
- University of California Santa Cruz – Kresge Food Co-op
- University of Maryland – Food Co-op
- University of Massachusetts Amherst
- University of Minnesota (Morris) – Pomme de Terre Food Co-op
- University of New Hampshire – Food Co-op
- University of Sydney - Food Co-op
- University of Toronto
- University of Washington - Parnaffus Cafe and Design Café
- Warren Wilson College – Harvest Food Cooperative
- Westminster College – Food Co-op
- Whitman College - Daily Market Cooperative

Portfolios

Evergreen State College

Name: Flaming Eggplant Café

Type of Institution: Public

Food Service: Exclusive Contract through Aramark.

Food Service Notables: 40% local and/or organic. CSA Program. Café participates in campus farm to plate program.

How it started: Student support, a \$2 per credit one-time fee passed by 87% of the student body. Amended contract with Aramark. Café opened October 10th, 2008.

Insurance: No insurance required for suppliers. Evergreen has insurance for all operations and the Eggplant is covered under the part that covers student activities. It was "very easy" for the Eggplant to be added onto these policies.

Model: Membership Co-op. All students are members but plans are in the works to make all people who use the University members.

Income: \$986.50 per day with a 28.6% profit or \$282.56 per day.

Web: <http://academic.evergreen.edu/groups/flamingeggplant/memo.htm>

Georgetown University

Name: The Corp.

Type of Institution: Public

How it works: The Corp. operates eight services. Six food services, Vital Vittles, Uncommon Grounds, Corp Catering, More Uncommon Grounds, Hoya Snaxa, The Midnight Mug, and two general services, the Book Co-op and Student Storage. The Corp. also maintains Human Resources, IT +Marketing, and the Accounting Departments.

Relationship with University: Completely Independent Non-Profit Corporation. Food services accept dining dollars.

Income: The Corp. has yearly revenues of over \$4 million. Vital Vittles, the largest of their food services, has expected 08' revenues of \$2,226,645.09 annually. More Uncommon Grounds, their smallest food service, is a coffee shop and has expected revenues of \$319,428 in 2008.

Web: <http://thecorp.org/>

Oberlin College

Name: Oberlin Student Cooperative Association

Type of Institution: Private

Food Service: Bon Appétit Management Company

How it works: Membership based, non-profit entity. Completely student-run. Run by board of two reps from each of the ten co-ops.

What it does: Feeds over 630 students a day all their meals. Houses 175 students. Gets food from local farmers as well as farmers from all parts of the country.

Relationship with University: Rents buildings from the university.

Income: 2.2 million dollars per year.

Web: <http://www.oberlin.edu/stuorg/gfc/index.html>

Portland State University

Name: Food For Thought

Type of Institution: Public

How it works: Student-Run workers Co-op.

Model: Student-board and advisory board

How it started: Gains support from student senate. Partners with Western Culinary Institute. Secures start up and education funds from PSU Student Fee Committee.

Web: <http://www.fftcafe.pdx.edu/about/news/>

University of California Davis

Name: UC Davis Coffee House

Type of Institution: Public

Food Service: Exclusive Contract through Sodexo. Exemption to allow UC Davis Coffee House.

How it works: Entirely student run. "Currently a \$3,200,000 retail operation staffed by 4 full-time and career employees and over 240 student employees."

What it does: Serves nutritious and inexpensive food to over 7000 students daily. Purchases from small, local businesses and farms.

Relationship with University: Manager reports to the business manager of the ASUCD. They are not really a co-op.

Liability: Covered under the University's umbrella plan. Managers ServSafe certified to better understand food safety.

Continuity: Train, Train, Train. Replaces about 50% of employees each fall, goes through 2 week training session.

Income: \$4 million in sales per year.

Web: <http://coffeehouse.ucdavis.edu/>

University of California Santa Cruz

Name: Kresge Food Co-op

Type of Institution: Public

How it started: In the 1970's in a tent in a meadow.

How it works: Non-profit, completely student-run independent entity.

Model: Members Co-op.

Relationship with University: Completely independent. Uses University property and a market on campus free of charge. Students can pay for food with Flex Bucks.

Products: Bulk-foods, drinks (coffee, tea, etc), bagels, natural beauty products, toiletries, produce from the school's student farm, and local farmers.

University of Maryland

Name: Maryland Food Collective

Type of Institution: Public

Food Service: Self-op.

How it Started: The Maryland Food Co-op has been in operation since 1975, when student started a "Guerrilla Sandwich Line" selling home-made sandwiches outside of

the Student Union. They operate independent of the University and the Department of Dining Services.

Income: "During the 2004-2005 academic year, the Co-op experienced sales of \$3,000-\$4,500 a day during the regular semester and \$2,000-\$3,000 a day during the summer and winter sessions." (Maryland Food Collective Archives)

Insurance: \$2 million of Liability and \$600,000 in Motor Vehicle Insurance.

Model: Workers Co-op. All decisions are made by the workers with an equal vote. They hold weekly meetings which is open to everyone, "Anyone attending the meeting can introduce a motion, which is then voted on by paid workers." (Maryland Food Collective) A volunteer for food program allows people to purchase items in the store if they do not have money.

Relationship with University: Independent Non-Profit. Able to accept Terrapin Express Plan at its location.

Web: <http://www.studentorg.umd.edu/ffc/>

University of Massachusetts – Amherst

Names: Greeno Sub Shop, The People's Market, Earth Foods, Sylvan Snack Bar, Sweets & More

Type of Institution: Public

How it started: In the 70's a luggage storage area turned into a snack shop. Shortly thereafter a vegetarian cafe and bulk purchasing food market opened.

Insurance: The University has liability insurance. All students are required to get ServSafe certification and have Environmental and Health Safety sign offs at the beginning and end of each semester.

Model: Depends upon food service. The People's Market has "participatory management." Each business is completely student-run. A center for student-business provides workshops, guidance, and supervision.

Relationship with the University: Incorporated within the University. Completely self-funding. Part of the Center for Student Business.

Today: There are 8 student businesses, 5 related to food. Students are able to start a student business by applying through the Student Government Association.

Web: <http://www.umass.edu/rso/csb/info/info.html>

Appendix IV: Contacts

This section will list the contacts formed with organizations in the community, there are three categories that include: (1) general, (2) corporate suppliers, (3) spices/herbs/teas, (4) coffee, (5) dairy, (6) produce, (7) meats, and (8) baked goods.

General

1. The Community Food Co-op
1220 North Forest St.
Bellingham, WA 98225
360-734-8158

2. Growing Washington

One of our most valuable contacts is Growing Washington, a community-based non-profit group. They have identified programs and projects they see as vital to the future of Washington, but acknowledge that often it's the community that knows what it itself needs.. They value and encourage community input and respond accordingly, one reason they have been so eager to help us with our project.

Sustainable agriculture is one focus of Growing Washington. They operate their own farms, one located right outside of Bellingham, but also collect produce from other farms in the area. They act as a central distributor, connecting farmers with people, restaurants, businesses, and schools.

Working with Growing Washington addresses a number of foreseen barriers in starting up our co-op:

1. They make ordering produce easy. Customers can order directly from their website, which is updated weekly with produce currently available from farms.
2. They deliver for free any purchase above \$50, which makes getting our supplies from the producer to campus more convenient.
3. In working with so many different farmers, Growing Washington gives their customers access to a wide variety of products over a long period, with fresh produce available through the end of January.
4. They have established Farm to School Programs throughout Whatcom County, supplying many schools within Bellingham and Mt. Baker school districts, including Sehome High School and Kendal Elementary.
5. Because they supply to schools they have a hefty insurance plan (up to \$5 million dollars), and probably one that meets Western Washington's demands.
6. With sustainability as an organization dedicated to sustainability, all the farms they receive produce from have passed strict sustainability standards.
7. Though there is a small mark up in price, the cost is very reasonable.
8. Through their program they sell all produce grown in Whatcom County. They are partners with many farmers in the area and supply produce to local businesses.

9. They work with F.A. Farm, Double Rainbow Farm, Alm Hill Gardens, Nooksack Nine, Rabbit Fields Farm, Wake Robbin Farm, BelleWood Acres, Hauck's Orchard and Produce, DEVine Gardens, Hopewell Farm, Common Threads Farm, Roberto Bermudez Produce, and Nandaño Farm.
10. They own Alm's Hill.
11. As a downside they are not farmer direct.

Growing Washington
P.O. Box 30282
Bellingham, WA 98228
Clayton Burrows - Director
Phone: (206) 719-0056
Info@growingwashington.org

3. Puget Sound Fresh
<http://www.pugetsoundfresh.org/index.htm> supplier for Puget Sound area, similar program to Growing Washington. For future need...

Corporate Suppliers

1. UNFI (United Natural Foods)
2. Organically Grown Company
3. Glory Bee

Spices/Herbs/Teas

1. Living Earth Herbs

Living Earth Herbs is a local herb shop that has recently reopened under new ownership. They are dedicated to sustainably grown herbs and spices, most of which is grown regionally and organically. Their goal is to provide ethically grown and harvested herbs in a supportive, educational environment. They have a strict wildcrafting policy, carry only non-irradiated culinary herbs and spices, never spray products with sterilizers, and work directly with farmers whenever possible. They have thirty different kinds of bulk teas available at their store including black tea, green tea, red tea, and herbal teas. They also carry 284 bulk herbs.

Living Earth Herbs
Phone: 360-734-3207
info@LivingEarthHerbs.com
1230 Bay Street
Bellingham, Washington 98225

Coffee

1. Moka Joe

Trudy started Moka Joe Coffee from her garage, roasting and selling one bag of coffee at a time. When they moved into a store they were one of half a dozen coffee shops in the country that sold strictly fair trade organic shade grown coffee. Since then their morals have not strayed. They remain one of the only distributors of coffee that roast only fair trade organic shade grown coffee beans. The co-owners, Joe and Trudy have taken multiple trips to Latin America to meet the growers of the coffee they sell. They support a coffee cooperative called Café Femenino, in which women do the bulk of the labor and receive the bulk of the profit. For each pound of coffee sold they receive an additional \$0.04, on top of the fair trade price.

They too have been looking to sell their coffee on Western's campus. They are very excited about working with us and thrown their support behind us, but have offered to donate the entire set up to store, grind, and brew coffee on site. Moka Joe sells to the Bellingham Food Co-op.

Moka Joes

Trudy and Joe Scherting

2118 James Street

Bellingham WA 98225

info@mokajoe.com

(360) 714-1953

Dairy

1. Appel Farms

John & Ruth Appel, Rich & Ann Appel: (360) 384-4996

info@appel-farms.com

www.appel-farms.com

6605 Northwest Road

Ferndale, WA 98248

2. Fresh Breeze Organic Dairy

Clarissa Langley: (360) 354-6812

clarissa@freshbreezeorganic.com

9412 Jackman Road

Lynden, Washington 98264

3. Golden Glen Creamery

Konni: (360) 766-6455

<http://www.goldenglencreamery.com/>
beedjensen@aol.com
15098 Field Road
Bow, WA 98232

4. Osprey Hill Farm – Eggs

Osprey Hill Farm raises eggs according to standards set out by the National Organic Program, but they are also Certified Naturally Grown, which is a grassroots organic label. All their birds are pastured all of the time. They have access to a movable chicken house where they can seek shelter, lay eggs, and roost in the evening. All feed is certified organic and has documentation for that. Their production is year round, but naturally slows in the winter as they do not have regimented light schedules or force-molt. They sell at the Bellingham Farmers Market May - Dec, The Everybody's Store in VanZandt, and Slough Food in Edison. They could provide weekly delivery to WWU.

Osprey Hill Farm
Geoff & Anna Martin
5800 Saxon Road
Acme, WA 98220
United States
360-595-9134

5. Pleasant Valley Dairy

Pleasant Valley is a licensed raw milk cheese producer and has adequate insurance for that business. They “treat their cows like their children” and implement open door policies and use antibiotics only in life-threatening situations. They would be able to deliver to campus. They currently supply to Great Harvest and other local stores.

Pleasant Valley Dairy
6804 Kickerville Road, Ferndale, WA 98248
360-366-5398
cheese98248@yahoo.com

6. Twin Brook Creamery

Larry Stap: (360) 354-4105
<http://www.twinbrookcreamery.com/about.php>
twinbrook@earthlink.net
Lynden, WA

Produce

1. 21 Acres

WSU Outreach Farm

2. Alm Hill Gardens – Vegetables, Herbs, Spices, Salad Greens

Alm Hill Gardens is a small 47 acre farm located 15 miles away in Everson, WA. It was started in 1974, founded by Ben and Gretchen who still own and run the farm today. They are committed to sustainable soil building agricultural methods. They grow a wide variety of produce available throughout the year. They have been very responsive and receptive to the idea of establishing a relationship and are eager to sell their products on Western's campus.

They sell cauliflower, asparagus, salad mixes, turnips, radishes, an extensive variety of beans, many different types of squash, various berries, onions, garlic, cucumbers, carrots, broccoli, beets, tomatoes, herbs and spices, edamame, among other things.

They are partners with Sustainable Connection and owned by Growing Washington. Alm Hill Gardens currently supplies too many local businesses and restaurants.

Gretchen Hoyt & Ben Craft
3550 Alm Road
Everson, WA 98247
(360) 966-4157
alm_hill_gardens@msn.com
www.almhillgardens.com

3. BelleWood Acres Farms – Apples, Apple Products, Peanut Butter

BelleWood Acres produces very popular apples and apple products. They grow 15 varieties of apples available throughout the season, ripening at different time. They are committed to community and have partnerships with businesses in the community including the Co-op, Haggen, and Western Washington. They are also committed to the environment and use Integrated Pest Management, an information-based system that identifies the least toxic way to treat pests and reduce environmental degradation. They are certified by Food Alliance, a non-profit organization that certifies growers and producers that act in environmentally and socially responsible ways. They are partners with Sustainable Connections, the Tenmile Creek Watershed Project that promotes riparian restoration, and Whatcom Farm Friends, among others.

Their products are currently available in both the dining halls and markets on campus.

John & Dorie Belisle
231 Ten Mile Road
Lynden, WA 98264
(360) 398-9187
doriebelisle@yahoo.com
jdbelisle@hotmail.com
www.bellewoodapples.com

4. Bellingham Country Gardens

We are a family farm offering fresh picked and U-pick vegetables, flowers, and everbearing strawberries, natural and without chemicals. All of your vegetable needs are here; salad greens, tomatoes, carrots, peas, beans, beets, onions, peppers, leeks, bok choy, and more. Corz is a delight for your summer and fall meals. The Pumpkin Patch is ready for Halloween.

5. The Grubbs Family

2838 Kelly Rd, Bellingham 98226
(360) 223-3724
(360) 592-5987

6. Cascadia Mushrooms- mushrooms

Cascadia Mushrooms is an artisan mushroom farm growing the best in gourmet & medicinal mushrooms. All of our mushrooms are naturally grown on wood-based substrates without the use of manure, pesticides or fertilizers. Fresh mushrooms and grow-your-own mushroom kits are available at the Sat Farmers Market, Apr-Dec and at the Food Coop & Terra Organica. Alex already teaches a mushroom workshop in partnership with our Outback farm!! They also produce a 6-month Mushroom Enthusiast CSA!

Alex Winstead
PO Box 824, Deming 98244
(360) 714-8859

7. Cedarville Farm

We are Whatcom County's oldest and largest CSA (subscription) farm, providing over 160 families with a great variety of startlingly fresh vegetables, herbs and flowers, organically grown adjacent to the Nooksack River. Signup for a share, visit

us at the Saturday Bellingham Farmers Market, or find our good food at the Bellingham Community Food Coop and in the scrumptious dishes of Ciao Thyme Catering and the Swan Cafe.

Mike & Kim Finger
3081 Goshen Rd, Bellingham 98226
(360) 592-5594

8. Common Threads Farm -vegetables, eggs and poultry

Common Threads Farm offers on-farm sales of mixed vegetables, fresh eggs, and pastured poultry. Call to schedule a visit, or check out our website, www.commonthreadsfarm.org, for information on upcoming afterschool, weekend, and summertime educational workshops and programs for youth, adults and families. EBT payments accepted.

Laura Plaut
4050 Sunny Hill Ln, Lummi Island 98262
(360) 927-1590

9. Central Bean Company, Inc. – Beans

The Central Bean Company is a family-owned company in Quincy, Washington. They contract with bean growers in central Washington. They support farmers who “achieve high production and quality while implementing good integrated pest management practices and stewarding the soil for future generations.” All bean suppliers have been certified for sustainable agricultural practices, including soil and water conservation, use of integrated pest management, and protection of wildlife habitat. In addition they practice safe and fair working conditions and conservation of energy and water. They sell navy beans, pinto beans, black beans, light red kidney beans, dark red kidney beans, great northern beans, pink beans, dry bean flour, and seven bean soup mix.

Central Bean Company, Inc.
P.O. Box 215
Quincy WA 98848
Ph.: (509) 787-1544
Fax: (509) 787-4040
e-mail: info@centralbean.com

10. Cooperativa Jacal -vegetables and flowers

A farm worker owned organic farming cooperative bringing our 30 plus years of experience farming and respecting the land to grow fresh vegetables and flowers for you. Specializing in peppers including jalapeños and Anaheim, several types of squash including squash blossoms, tomatoes, eggplant, onions and potatoes plus many more! They also have herbs - basil, cilantro, parsley, fresh oregano. Se Habla Español.

Maria Guzman, Roberto Bermudez
PO Box 781, Everson 98247
(360) 752-3344

11. DeVine Gardens – Vegetables, Salad Greens, Herbs

Located 18 miles away in Custer, WA, DeVine Gardens is “family owned and run business with deep roots in the local community and a firm commitment to environmental responsibility.” They strive to “provide fresh, high-quality produce to customers, set a good example for the next generation, and educate the public about the importance and relevance of sustainable agriculture.” They use biofuels as the primary energy source on their farm, produced on site. They specialize in salad mixes and micro-greens, but grow a large variety of produce as well. This includes cole crops (broccoli, cauliflower, and four types of cabbage), root crops (turnips, parsnips, carrots, rutabagas, and two kinds of beets), and bell peppers, green zucchini, golden zucchini, and leeks. They grow fresh herbs as well; basil, oregano, thyme, rosemary, sage, parsley, fennel, and sweet cicily.

DeVine Gardens is partners with Growing Washington. They currently supply produce to La Fiamma Burgers and Nimbus. They are able to provide restaurants with produce year round.

Kirk & Jerilyn Hayes
7916 Stein Rd.
Custer, WA 98240
(360) 961-1373
devinegardens@yahoo.com
www.devinegardens.com

12. Double Rainbow Farms

A community supported farm focusing on naturally-grown produce for CSA members, restaurants and fresh produce markets. Please visit us at the market stand, 1315 Railroad Ave or call for CSA and purchasing information.

David Peterson
3225 Bennet Dr, Bellingham 98225
(360) 303-1391

13. F.A. Farms – Vegetables

Walter at F.A. Farms, located ten miles away in Ferndale, was one of the first farmers who responded to our initial contact. We have communicating without the quarter; he's given great advice and has responded quickly to our questions. They produce artichokes, salad greens, beets, garlic, kale, peppers, a variety of potatoes, a variety of beans, basil, borage, onions, broccoli, a variety of cabbage, chard, carrots, cardoon, shell, snow, and snap peas, spinach, cucumbers, a variety of squash, corn, a variety of tomatoes, and turnips.

As partners with Growing Washington and currently sell too many local restaurants and businesses including the Co-op, among others.

Walter Haugen
5890 Barr Road
Ferndale, WA 98248
(360) 312-0335
wvhaugen@hotmail.com

14. Holistic Homestead

"Organic agriculture restores the health of the soil and further sustains the health of the plants, animals, and humans." Experience vitality through open-pollinated and heirloom varieties of tomatoes, peppers, salad greens, strawberries and more. Gretchen grows a variety of vegetables, and is a recent Fairhaven graduate.

Gretchen Norman
409 Robinson St, Everson 98247
(360) 966-4939
holistichomestead@yahoo.com

15. Hopewell Farm

At Hopewell Farm, we grow a variety of certified organic vegetables picked fresh daily, as well as berries, culinary herbs and cut flowers. The farm stand is open July-Nov 11-6, Thurs-Sat. The Farm is located at 3072 Massey Rd in Everson. Call 927-8433 for more information.

Pete & Dorene Dykstra
7433 Nooksack Rd, Everson 98247
(360) 961-7044
hopewellfarm@verizon.net

16. Moondance Farm – Produce

Moondance Farm grows most seasonal vegetables and fruits. They make regular delivery trips to Bellingham several times a week and are really interested in helping you get good local food. We currently offer CSA subscriptions, supply restaurants, work with local food banks, and do a farmer's market.

They are insured through Country Financial and Insurance. We have a million dollar liability policy to protect us and you. We currently supply restaurants in Bellingham and Anacortes, CSA subscriptions with a few local families, we work with one of the county Food Banks, and do the a Farmer's Market in Anacortes. We are also currently working with the co-op and the Public Market for a 2008 wholesale opportunity.

Fall Quarter - They could offer Turnips, Radishes, Parsnips, Leek, Potatoes, Onion, Winter Squash, Peppers, Chard, Brussel Sprouts, Kale, Scallions, Carrots, Pee Vine, Sprouts, and Salad mix (also DEvine gardens) during Winter Quarter.

Winter quarter – Winter squash, potatoes, Sun Flower Greens, Salad Mix.

Billy Tate & Nicole Brown
460 Innis Creek Road
Acme, WA 98220
(360) 595-0155
billyandnicole@moondancefarm.net

17. The Outback

To Whom It May Concern,

The Outback Farm supports the proposal of the student run co-op to partner with the us in the future. The Outback would love to increase food production and become a reliable veggie source for the co-op.

Crops that we grow now include; strawberries, raspberries, rhubarb, chard, kale, spinach, arugula, lettuce, parsley, rosemary, basil, chives, fennel, lovage, sage, mustard greens, ground cherries, pumpkins, summer and winter squashes, cucumbers, artichokes, leeks, garlic, onions, parsnips, beets, turnips, radishes, potatoes, the list goes on. And we can grow more quantity and variety the more people get involved. We would love to raise awareness of local food on campus.

Thank you for supporting the student's co-op.

Matia Jones
Outback Co-coordinator

18. Rabbit Fields Farm - vegetables, herbs and flowers

Rabbit Fields is an organic farm situated on the fertile soil of the Nooksack River. We are dedicated to providing quality produce to the Whatcom community, while sustainably maintaining and preserving the land. Our products are available at the local Famers Market, the Food Coop, restaurants and through our seasonal CSA program. Fresh local and organic...Rabbit Fields is a hop in the right direction! Rolsyn is also a recent Fairhaven graduate.

Roslyn McNicholl
PO Box 821, Everson 98247
(360) 393-8747
rabbitfieldsfarm@yahoo.com

Meats

1. Keith Johnson Fish

We offer fresh locally-harvested flounder and sole. Whole or headed and gutted fish are layer iced in totes and sold from the “F/V Golden North” at Squalicum Harbor. Please call for availability or check www.portofbellingham.com.

Keith Johnson
“F/V Golden North” Squalicum Harbor Gate 7, Bellingham 98225
(360) 319-3899
kjofi@netzero.com
Dock-Side

2. Lone Boot Buffalo Ranch

We are committed to raising our Bison naturally without artificial growth stimulants or hormones. We are dedicated to keeping a healthy herd. Products include: steaks, roasts, jerky, breakfast and summer sausage, pepperoni, burger, stew meat, Buff dogs and more.

John & Sue Muggy
2170 Brown Rd, Ferndale 98248
(360) 384-4161
in2buffalo@earthlink.net
www.lonebootbuffaloranch.com

3. Third Thyme Farm

Les & Ginny Wagner

9231 Kendall Rd, Sumas 98295

(360) 988-5805

Farm Stand; Phone Orders

Small family farm raising grass-fed and finished beef, lamb and goat. All packaged meat is USDA inspected.

4. Twisted S Ranch

Twisted S Ranch specializes in natural bison meat products: steaks, roasts, jerky, burger, sausage and more. Our bison are raised on native grasses and without harmful steroids, hormones or antibiotics. Bison meat is low in fat, calories & cholesterol, high in iron, B-12 & essential fatty acids.

Twisted Ranch

Jim & Robin Sanford

2530 Douglas Rd, Ferndale 98248

(360) 312-1464

twistedsranch@verizon.net

www.twistedsbison.com

Baked Goods

1. Avenue Bread

Avenue Bread is committed to being sustainable and engages in several sustainable practices such as using SCC's FoodPlus program and eliminating plastic cups and Styrofoam by using GreenWare cold cups, paper bags and paper cups. They purchase locally when possible supporting local businesses such as the Fairhaven Flour Mill, Edaleen Dairy, Holmoquist Hazelnut Farms, and Hempler's Meat and Sausage. They deliver seven days a week for a minimum order of \$15. Orders can also be picked up directly from the bakery. They have a wholesale price list.

Located downtown at 1313 Railroad Ave.

Wholesale info contact:

(360) 715-3354 Ext. 4

2. The Bagelry

Appendix V: By-Laws

Our by-laws will state how the Co-op will conduct business. By-laws will cover membership requirements and lists rights and responsibilities of members; grounds and procedures for member expulsion; how to call and conduct membership meetings, methods of voting, how directors and officers are elected or removed, and their number, duties, terms of office, and compensation; time and place of director meetings; dates of the fiscal year; requirement to conduct business on a cooperative basis; how net margins will be distributed; process for redemption of members' equity; a consent provision that members will include the face value of written notices of allocation and per-unit retain certificates as income in the year they are received; distribution of non patronage income; handling of losses; treating nonmember business; dissolution of the cooperative; indemnification of directors; and the process for amending the bylaws.

Our by-laws are part of a living document that can be amended at any time. We expect to amend them frequently throughout the first year as we learn how best to accomplish our mission and serve the Western community.

ARTICLE 1 ORGANIZATION

1.1 NAME The name of the organization is The Student Run Food Co-Op (herein referred to as “the Co-op”).

1.2 PURPOSES The purpose of the Co-op is to promote to health, education, sustainability of the Western Washington community by providing socially and environmentally responsible goods and services, accessible to all, through a locally-oriented, collectively managed, not-for-profit cooperative organization that principally relies on consensus decision making. Our goals are to:

1. Create a successful student-run business that will serve as a functioning model of sustainability
2. Provide sustainable goods and services at a reasonable cost to our members
3. Offer products made with locally-produced, organic ingredients as available by season.
4. Offer products that are socially and environmentally sustainable
5. Offer natural products with minimal processing
6. Encourage informed choices by educating ourselves and our community on issues of food, healthy lifestyles, environment, and human rights
7. Give students a voice, create a feeling of ownership, and involve our members in the creation of a sustainable community
8. Provide a safe and welcoming space where students meet, share ideas, and express themselves creatively

9. Support education and activism in our community
10. Strengthen our community by emphasizing shared values and efforts
11. Model an ethical business by acting with honesty, transparency, integrity, and respect at all times
12. Promote a sustainable economy by supporting sustainable production and environmentally and socially responsible businesses
13. Provide an opportunity for hands-on learning to students through employment, volunteer, and intern opportunities.

ARTICLE 2

MEMBERSHIP

2.1 ELIGIBILITY Membership in the Co-op is open to any person who attends or is employed by Western Washington University.

2.2 NON-DISCRIMINATION The Co-op shall not discriminate against individuals or groups on the basis of race, creed, age, gender, class, disability, sexual preference, marital status or other arbitrary basis. The Co-op works to serve a diverse population by incorporating policies and procedures that make our goods and services as accessible as possible and by encouraging participation.

2.3 MEMBERSHIP RIGHTS Members of the Co-op shall have the right:

1. To receive a copy of the bylaws and to receive information of the organizational and financial affairs of the Co-op, including review of the minutes of Board of Directors' meetings and the Co-op's financial statements and records. The information shall be on posted in the Co-op but is also available upon request.
2. To participate in the democratic management of the Co-op by participating in Board of Director elections, voting on any issues submitted to members, proposing member initiatives, running for elected positions, attending Board and Member meetings, and voicing questions and concerns.

2.4 MEMBERSHIP MEETINGS Member meetings will be held twice a year. Board members will present reports on the state of the Co-op. It is an opportunity for members to voice concerns and requests and discuss the activities of the Co-op.

2.5 MEMBER VOTING Members will have the opportunity to elect representatives to serve on the Board of Directors and to vote on certain initiatives. The Board shall take steps to encourage maximum participation.

2.6 MEMBER-INITIATED BALLOT Any member may initiate a ballot for vote by the general membership. All petitions for initiating a ballot must be signed by 100 members or 1/2 of the average number of voting members from the previous elections. A 60% majority is required

for a member-initiated ballot to pass. Once passed the initiative is submitted to the Board for final approval.

2.7 QUORUM An election must meet a quorum of 50 active members to be considered valid. The established quorum can be adjusted as needed, in accordance with growth in active membership.

2.8 COMMUNICATION There shall be free-flowing communication with the Board, Staff, and members.

2.9 TERMINATION OF MEMBERSHIP Membership will be terminated when the individual no longer attends or works for Western Washington University.

ARTICLE 3

BOARD OF DIRECTORS

3.1 RESPONSIBILITIES The business and affairs of the Co-op shall be directed by the Board of Directors. The major duties of the Board are to:

1. Employ staff, approve the job descriptions and a hiring policy;
2. Approve an operating budget annually;
3. Monitor the financial health of the Co-op;
4. Coordinate with departmental resources on campus;
5. Appoint standing and special committees as needed;
6. Adopt, review, and revise Co-op plans;
7. Approve major capital projects;
8. Adopt major policy changes;
9. Adopt policies to foster member involvement;
10. Ensure compliance with all corporate obligations, including keeping corporate records and filing all necessary documents;
11. Ensure adequate audits of Co-op finances;
12. Maintain free-flowing communication between the Board, Staff, committees, and the membership;
13. Adopt policies which promote achievement of the mission statement and goals of the Co-op;
14. Resolve organizational conflicts after all other avenues of resolution have been exhausted;
15. Establish and review the Co-op's goals and objectives;
16. Act in the best interests of members and represent their concerns at board meetings and when adopting policy changes;
17. Preserve the cooperative character of the organization;
18. Initiate a referendum on any matter that is likely to affect the basic survival of the Co-op or change its purposes;

19. Provide an annual report to the members to include a financial report, committee reports, and a summary of other significant events held and actions taken by the Cooperative during the year
20. Conduct annual assessments of management and employee performance.

3.2 NUMBER AND TERM The Board shall consist of five directors, with four directors elected by members and one director elected by staff and volunteers. The Board can elect to increase the size of the Board if deemed necessary. Directors will serve a one-year term. Each term will begin in May.

3.3 ELECTIONS Board member elections will be held annually. All members are eligible candidates and voters. Approval voting will be used. Each voter will rank the candidates according to approval. These votes will be tallied as points. The candidates with the most points will win the election. Each election will take place over a week to give ample opportunity for members to vote conducted on site. To avoid double voting, members will write their W numbers on their ballots.

3.4 NOMINATIONS Nominations for the five directors elected by members shall be made by the Board of Directors or by petition of members. A member petition must be signed by at least twenty-five members. All nominees must be members of the Co-op.

3.5 ELIGIBILITY Board positions are open to active student members only.

3.6 HEAD OF THE BOARD OF DIRECTORS The first time the Board of Directors meets in a new year they will elect someone to serve as the Head of the Board of Directors. This person must be elected through consensus minus one. They will serve as the main contact between the managers and the administration, though all board members will play some role.

ARTICLE 4

MEETINGS OF THE BOARD

4.1 REGULAR MEETINGS The Board of Directors shall determine the times and places of regular meetings, held at least once a month.

4.2 SPECIAL MEETINGS Special meetings may be called at any point upon the request by any three directors. Special meetings may also be called by members of the co-op. If a petition of twenty persons from the membership is presented to the Board, a time and place for a special meeting shall be posted within a week.

ARTICLE 5

DECISION MAKING PROCESS OF BOARD

5.1 DECISIONS BY CONSENSUS All decisions will be made by consensus minus one.

5.2 ACTION BY CONSENT: Decisions of the Board of Directors may be made without a meeting if consent, in writing, stating the action to be taken, is signed by all directors and filed with the minutes of meetings.

5.3 REFERENDA The Board of Directors may call a referendum on any issue, and shall call a referendum on an issue when petitioned by at least fifty members. A decision of the Board, which is referred to members, will stand until annulled or modified by members.

5.4 VOTING Any issue brought up before the board will first be discussed. It is an open vote. To vote each director will do a thumbs-up if in favor and a thumbs-down if in opposition. For any decision to pass there must be consensus minus one with no more than one person abstaining. If consensus minus one is not reached, discussion will continue. Those who opposed and abstained will explain why, with those in favor responding. The Board will then revote. If consensus minus one is still not reached, and there are other matters to discuss, the decision may be put on the table and come back to either later in the meeting or at the next meeting. If a decision needs to be made immediately (such cases will be identified by the Board), then a decision can pass by majority rule.

ARTICLE

BY-LAWS

AMENDMENT OF BY-LAWS These by-laws may be amended by members at a meeting called in part for that purpose by 60% approval of quorum. Amendments by the Board shall be presented for ratification at the next scheduled meeting of members, and shall take effect, if passed, on the date so ratified.

Appendix VI: Seasonal Charts

Vegetables- http://www.pugetsoundfresh.org/vegetable_harvest_schedule.htm

Meat/eggs- http://www.pugetsoundfresh.org/meats_eggs_farm_schedule.htm

Fruit, Nut and Berries - http://www.pugetsoundfresh.org/fruits_nuts_berries_harvests.htm

Herbs- http://www.pugetsoundfresh.org/herb_harvest_schedule.htm

Appendix VII: Bike Powered Generator

Building the power pedal bike <http://pedalpowergenerator.com/#STEPS>

Uses:

- POWER YOUR TV / COMPUTER / BLENDER
- CHARGE LEAD ACID POWERPACK / BATTERIES
- CLEAN ALTERNATIVE ENERGY
- POWER STATION FOR REMOTE AREAS
- EMERGENCY POWER (e.g. - WHEAT GRINDER / HAM RADIO)
- EDUCATIONAL LAB FOR THE CLASSROOM
- FUN DIY BYO SCIENCE PROJECT
- CHARGE CELL PHONES / LAPTOPS

Parts:

- Generator- \$178
- Blocking Diode- \$59
- Adjustable V-belt- \$65
- 12V Charge Controller- \$149
- Solar Panel Input Plug Box-\$19
- Optional Diversion Load- \$21
- Trainer Adapter Mount Plate-\$49
- Bike Trainer Stand- \$139
- DC to AC Power Pack 28AH- \$130
 - Total price: \$806.00

Step by step instructions:

1. MOUNT THE BLOCKING DIODE

- a. Remove wire box from PMM permanent magnet motor / generator housing
- b. Remove two knockout punches on wire box. (see video)
- c. Install cord grip fitting
- d. Install blocking diode and loosely tighten locking ring
- e. Put wire box back onto PMM / Generator housing
- f. Tighten retaining ring

- g. Use wire not to connect the Anode of the blocking diode to the positive output from the PMM / generator
 - h. Route negative wire from PMM / Generator out of the wire box through the cord grip connector
 - i. Install the lid on the wire box
2. **MOUNT GENERATOR ASS.**
- a. This step will involve you mounting your pm motor / generator assembly to the trainer adapter plate
3. **WIRING PART 1**
- a. Mount the diversion load box and the solar power input box and the NC25A Charge Controller
 - b. Use crimpers to crimp a 3/8 ring terminal onto the Negative Generator Output Wire
4. **WIRING AND CRIMPING PART 2**
- a. Route and form the red wire from the solar panel power input box behind - up - and over to the charge controller
 - b. Trim this wire to the correct length, strip it, and insert it into the far left terminal on the NC25A charge controller with the label "Power connections INPUT +"
 - c. Use a flat screwdriver that has a width of 1/8" to tighten the screw terminals
 - d. Make sure and do the tug test on the wire to make sure it does not slip. It is better to find out now that you have a bad connection instead of later.
 - e. Grab and combine three ring terminals connected to the three black wires onto the negative bolt stud. Put the star washer in between two of the terminals. one wire is coming from the negative side of the generator, the other wire is coming from the solar power input box, and the third wire is coming from the diversion load box.
 - f. Expose 1/2 of thread on the negative lug bolt. Screw the lug bolt into the pre-drilled and tapped hole located at the end of the bike trainer adapter plate.
 - g. Once 1/2" of the lug bolt has entered, use a 9/16 wrench to tighten the first jam nut against the adapter plate. It should be very tight so that you can't move the bolt with your fingers.
 - h. Now back down the 2nd jam nut so that it compresses the 1st jam nut, and use the 9/16 wrench to tighten very snug.
 - i. Remove the resistance training wheel off of your Bell Motivator or Ascent trainer stand.
 - j. Mount the trainer adapter plate in the same spot where you took off the resistance wheel.
5. **REMOVE REAR TIRE**
- a. Remove the air from your rear tire by using a pressure relieve style pressure gauge or using a small screw driver or nail (see video).
 - b. Release your rear brake cable so that the brake pads open up wide and allow you to remove the rear wheel.
 - c. Now that the tire is completely flat and removed from the frame, use the tire levers to remove the rear tire from the rim. (see video for more details)

- d. Remove the tube and the thin rubber band that runs all around your rim covering the ends of your spokes. If you don't take this off, it will break and get tangled in the pedal power bike generator drive belt.
 - e. Now that the rear tire is off of the rim, install the rear wheel back onto your bicycle frame.
6. **INSTALL REAR WHEEL RIM**
- a. After your tire is off and your rear wheel is mounted back onto the bike frame, mount your bike into the trainer stand. (see video)
7. **INSTALL PULLEY & POWERTWIST BELT**
- a. Turn the shaft of the permanent magnet motor / generator until you find a flat spot. This is where the set screw of the pulley must land and be tightened.
 - b. Before attempting to slide the pulley onto the shaft, look through it at a light and verify that the set screw is fully backed out and not protruding. If it is sticking out in the slightest, it may catch on the end of the generator shaft and keep you from sliding it on. Use an Allen wrench to back the set screw out.
 - c. Now install the pulley mentioned above. Do so without tightening the pulley set screw too tight so that you can adjust the pulley position later in the procedure.
 - d. Next you need to install the red adjustable length V-belt shown to the left. If you order from Grizzly hardware through Amazon.com, you will need two of these belts because one belt is only 5 feet long which is not going to be sufficient for your needs. The first thing to do is to combine the two adjustable V-belt Power twist belts into one belt that will be 10 feet long. Then wrap the belt around the rear wheel and then around the pulley of the generator. Estimate a length of the belt that will provide proper drive tension. Use a pair of needle nose pliers to gently twist the little tab located at the end of the particular link that you have chosen as your belt break point. Once you twist the tab on the end of the link, it will slide out of the notch that it is residing in and you will be able to re-attach it so that it forms a nice belt that goes around your rear wheel and generator pulley.
8. **SET CHARGE CONTROLLER VOLTAGE**
- a. The charge controller comes adjusted for approx. 14.8 volts charge voltage which is the standard charge voltage for lead acid or AGM batteries. Gel batteries are less than this as explained in the charge controller owner's manual. You shouldn't have to adjust this if you are using the regular Duracell / Xantrex AGM battery power pack. Read this owner's manual for full instructions.
9. **TESTING YOUR GENERATOR SYSTEM**
- a. Use a voltmeter set to DC voltage. Measure the voltage on the battery connection. It should be somewhere near 12 Volts. Now have some start pedaling your bike generator. The voltage should now start going up to 13 volts or 14 volts DC as the person pedals faster and faster. Finally if the person pedals really fast, the charge controller will trip and the voltage will go back down to what it was on your first measurement.
10. **TESTING YOUR POWERPACK BATTERY**
11. **TESTING YOUR SOLAR PANEL**

Pricing: Already assembled Range: \$299-\$1,500 and 26 -52 Watts

Recommendations

This section will state the engagement items that our group focused on addressing as well as our recommendations to Associated Students for Sustainable Foods.

Engagement Items

Financial Plan. The financial plan, including operations, food purchasing, and selling, is incorporated in section twelve of the business plan. Included within this section are projected income statements, balance sheets, and a break-even analysis that the management team can use as a reference for required funding needed and for creating a budget for future operations

Appendices I and II are included to give managers an idea of the costs that menu items will be as well as other ingredients that may be used in the future.

Structure of Local Food Purchasing. The local food-purchasing topic is addressed in a number of sections through out the business plan. Contacts that will be valuable further down the road are in Appendix IV. Appendices I and II again show the costs of many items when ingredients are local.

Overall we recommend that The Co-op should use Youngstalks and the Community Food Co-op for food purchasing when they are just starting out. As they grow they can revisit a more farm direct approach. We have found that at the beginning stage cheaper prices can be found at the Co-op in Bellingham as well as cut down on transportation costs.

Continuity Issues: To address continuity issues we have outlined a plan of operation in section IX This plan lists job requirements and responsibility, training plans, and wages. Appendix V also provides all of the by laws for the board of directors.

Overall we recommend that the board of directors follow the hiring recommendations listed in the section. They should also strive to achieve constant and open communication throughout all levels of The Co-op to avoid confusion and miscommunication.

Education. Ways to incorporate education into The Co-op are listed in section XII. Overall The Co-op will have to phases of education that they can do. First, they can incorporate students into their operations. This can be done through creating a website, newsletter, or simply striving to improve efficiencies in operation. However, as The Co-op grows and moves into a bigger space they can host speakers or workshops that teach students about topics such as sustainability, food production, or environmental issues.